Railway Association of Canada
Association des chemins de fer du Canada

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Spring / Printemps 2013

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CN and CP Announce New Top Senior Officers

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**www.railcan.ca**

*Interchange* is published four times a year by
naylor
Naylor (Canada), Inc.
1630 Ness Avenue, Suite 300
Winnipeg, MB R3J 3X1
800.665.2456
**www.naylor.com**

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Return undeliverable Canadian addresses to: Naylor (Canada), Inc., Distribution Dept. 1630 Ness Avenue, Suite 300, Winnipeg, MB R3J 3X1

Canadian Publication Agreement #40064978

PUBLISHED APRIL 2013/RAC-Q0213/8176

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# President's Message | Le message du président

## Advanced, Integrated Transportation Infrastructure for Global Competitiveness

By Michael Bourque

**The Canada of** the future will be served by a highly integrated transportation and logistics network that includes shipping, ports, terminals, pipelines, railways, trucking and others: one that is capable of delivering goods efficiently, enabling Canadian industry to compete globally. It will enable a greater use of technology to track goods, cross borders and guarantee security in ways that we can only imagine.

Canada is blessed with an abundance of natural resources, including energy, grain, forestry and mining products; a vibrant manufacturing sector producing vehicles, chemicals, foods and goods of all description. A trading nation, Canada is constantly seeking to develop new markets through trade agreements.

The infrastructure requirements that will enable Canada to create transportation, logistics and supply chain that will be the envy of the world, require a great deal of planning, investment, innovation and collaboration. The optimization of the supply chain requires a long view, since many of the policies, plans and investments will take years to develop.

In a world of competing interests, it is incumbent upon the active participants in the transportation network to tell the story of the transportation network and supply chain. They need to illustrate what it means to the country, to customer businesses and to individual Canadians and how it touches communities, enables global competitiveness and creates jobs in Canada. The story of the transportation network needs to be told to policy and decision makers of all levels and stripes. Until recently, there was no single voice for the transportation sector in Canada.

Several organizations are working together to collaborate on transportation and supply chain issues; Westac in western Canada and individual associations: including the Railway Association of Canada; the Shipping Federation, the Canadian

## Une infrastructure de transport intégrée et évoluée pour atteindre la compétitivité à l'échelle mondiale

par Michael Bourque

**Le Canada de** demain sera desservi par un réseau logistique et de transport hautement intégré englobant le transport maritime, les ports, les terminaux, les pipelines, les chemins de fer, le transport routier et d'autres : un réseau en mesure d'acheminer les marchandises avec efficience, permettant ainsi à l'industrie canadienne d'être compétitive à l'échelle mondiale. Ce réseau reposera davantage sur le recours à la technologie pour assurer le suivi des marchandises au-delà des frontières et assurera la sécurité de bien des façons, qu'on ne peut qu'imaginer.

Le Canada jouit d'une abondance de ressources naturelles, notamment l'énergie, les céréales, les produits forestiers et miniers, ainsi que d'un secteur manufacturier dynamique qui fabrique des véhicules, des produits chimiques, des produits alimentaires et des biens de toutes sortes. Pays commerçant, le Canada cherche constamment à exploiter de nouveaux débouchés au moyen d'accords commerciaux.

L'infrastructure qui permettra au Canada de créer une chaîne d'approvisionnement et un réseau logistique et de transport qui fera l'envie du monde nécessite beaucoup de planification, d'investissements, d'innovation et de collaboration. L'optimisation de la chaîne d'approvisionnement exige une vision à long terme, étant donné qu'il faudra des années pour mettre au point un bon nombre des politiques, des plans et des investissements nécessaires.

Dans un monde aux intérêts divergents, il incombe aux intervenants actifs du réseau de transport de faire connaître ce dernier, ainsi que la chaîne d'approvisionnement. Ces intervenants doivent formuler ce que cela signifie pour le pays, pour les entreprises des clients et pour les particuliers canadiens, et expliquer en quoi cela touche les collectivités, favorise la compétitivité à l'échelle mondiale et crée des emplois au Canada. L'histoire du réseau de transport doit être racontée aux responsables des politiques et aux décideurs de tous les échelons. Jusqu'à récemment, rien ne se faisait d'une même voix dans le secteur du transport au Canada.

Plusieurs organisations collaborent à la résolution de questions relatives au transport et à la chaîne d'approvisionnement, soit le WESTAC (Conseil consultatif du transport de l'Ouest), et des associations telles que

Trucking Association and the Canadian Energy Pipeline Association, to name a few. While each of these organizations tells a part of the story, there is a need for one voice to speak on behalf of the transportation network as a whole and a single forum enabling collaboration of all parties from coast to coast.

In the complex public policy domain, where there are competing interests and limited resources available, large, multi-interest coalitions have an advantage over single interests. The Canadian Manufacturing Coalition is a good example of a successful coalition, working with a common purpose. This particular coalition is coordinated by the Canadian Manufacturers and Exporters Association, and built on a foundation of a greater understanding of the role and importance of manufacturing in Canada and the ability for Canadian-based manufacturers to compete in a global economy. It was only after this foundation was built that manufacturers were able to persuade policy makers to work with them on solutions to manufacturing problems, including attracting new investment, resolving border issues, reducing regulatory burdens and enhancing competitiveness.

*It was only after this foundation was built that manufacturers were able to persuade policy makers to work with them on solutions to manufacturing problems, including attracting new investment, resolving border issues, reducing regulatory burdens and enhancing competitiveness.*

The first meeting of a Transportation Coalition was held on Feb. 14 of this year, with broad representation from both the transportation industry, Westac and the VanHorne Institute. Other organizations, including the Canadian Energy Pipeline Association, have also been participating in the discussions so far. Participants of the first meeting included:

- **The Association of Canadian Port Authorities** (representing ports, terminals and other marine operators)
- **The Shipping Federation of Canada** (representing owners, operators and agents of ships)
- **The Canadian Shipowners Association** (representing the interests of Canadian companies with domestically flagged vessels)
- **The Railway Association of Canada** (representing freight and passenger railways)
- **Westac** (transportation forum of major organizations including service providers, labour unions, shippers, policy-makers and regulators)
- **The National Airlines Council** (trade association representing Canada's largest passenger air carriers)
- **The Canadian Airports Council** (the voice of Canada's airports within Canada)

The meeting on Feb. 14 was the first one, and the coalition is currently an informal one. To begin our work, we agreed to share information regarding our economic impact and to develop a

l'Association des chemins de fer du Canada, la Fédération maritime, l'Alliance canadienne du camionnage et l'Association canadienne de pipelines d'énergie, pour n'en nommer que quelques-unes. Même si chacune de ces organisations représente une partie du secteur, il existe un besoin de faire front commun en tant que réseau de transport et de constituer un forum unique qui permette la collaboration de toutes les parties, d'un océan à l'autre.

Dans le domaine complexe des politiques publiques, où il existe des intérêts divergents et des ressources limitées, les grandes coalitions aux intérêts multiples présentent un avantage par rapport aux organisations aux intérêts uniques. La Coalition des manufacturiers du Canada est un bon exemple de coalition couronnée de succès, animée par un but commun. La coordination de cette coalition est assurée par Manufacturiers et exportateurs du Canada, et repose sur une meilleure compréhension du rôle et de l'importance de la fabrication au Canada et sur la capacité des manufacturiers canadiens à être compétitifs dans une économie mondiale. Ce n'est qu'après la création de cette coalition que les manufacturiers ont pu persuader les responsables des politiques de collaborer avec eux à la recherche de solutions aux problèmes de fabrication, notamment attirer de nouveaux investisseurs, résoudre des problèmes frontaliers, atténuer le fardeau de la réglementation et accroître la compétitivité.

La première réunion d'une coalition du transport a eu lieu le 14 février de cette année. On y a constaté une forte représentation du secteur du transport, du WESTAC et du VanHorne Institute. D'autres organisations, dont l'Association canadienne de pipelines d'énergie, ont pris part aux discussions jusqu'à maintenant. Les participants à la première réunion étaient:

- **L'Association des administrations portuaires canadiennes** (représentant des ports, des terminaux et d'autres exploitants maritimes)
- **La Fédération maritime du Canada** (représentant des propriétaires, des exploitants et des agents maritimes)
- **L'Association des armateurs canadiens** (représentant les intérêts de sociétés canadiennes dont les navires arborent le drapeau canadien)
- **L'Association des chemins de fer du Canada** (représentant des chemins de fer marchandises et voyageurs)
- **WESTAC** (forum du transport regroupant de grandes organisations, notamment des prestataires de services, des syndicats, des

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*We believe that a strong, unified voice representing the transportation sector will be able to communicate to policy makers across Canada at various levels of government.*

*continued from page 10*

structure and governance built on common principles and a shared vision and mission.

The group's members share a concern about the state of Canada's transportation infrastructure and in particular, the suitability of our national transportation policy to deal with the many challenges facing Canada's economy. Free trade and new export markets; resource extraction and development; regulation and red tape; fiscal stability and investment: these are all key issues for the transportation sector that will be addressed. We believe that a strong, unified voice representing the transportation sector will be able to communicate to policy makers across Canada at various levels of government that when it comes to the economy, jobs and global competitiveness, transportation matters.

*suite de la page 10*

expéditeurs, des responsables de politiques et des organismes de réglementation)

- **Le Conseil national des lignes aériennes du Canada** (association commerciale regroupant les plus grands transporteurs aériens de passagers du Canada)
- **Le Conseil des aéroports du Canada** (la voix des aéroports canadiens au sein du Canada)

La réunion du 14 février était la première, et la coalition n'est pas encore officielle. Pour débuter nos travaux, nous avons convenu de partager de l'information relative à notre incidence économique et d'élaborer une structure et une gouvernance reposant sur des principes communs ainsi que sur une vision et une mission partagées.

Les membres du groupe partagent la même préoccupation quant à l'état de l'infrastructure de transport au Canada et, plus particulièrement, quant à la pertinence de notre politique nationale en matière de transport, en vue de relever les nombreux défis auxquels l'économie canadienne doit faire face. Le libre-échange et les nouveaux marchés d'exportation, l'extraction et la mise en valeur de ressources naturelles, la réglementation et la bureaucratie, la stabilité budgétaire et les investissements: voilà des questions clés auxquelles le secteur du transport s'attaquera. Nous croyons qu'une voix forte et unique représentant le secteur du transport permettra de communiquer aux responsables des politiques des divers ordres du gouvernement du Canada le message suivant: aux plans de l'économie, de l'emploi et de la compétitivité, le transport occupe une place importante.


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Keith Creel

*A couple of familiar figures have moved into high ranking top executive positions at CP and CN. Keith Creel was appointed CP's President and COO, while Jim Vena has been named CN's Executive Vice-President and COO, replacing Creel.*

# CN and CP Announce New Top Senior Officers

**A couple of** familiar figures have moved into high-ranking top executive positions at CP and CN. Keith Creel was appointed CP's President and COO, while Jim Vena has been named CN's Executive Vice-President and COO, replacing Creel.

Creel will be in charge of providing strategic leadership and driving superior customer service and operational excellence in the railway. "Keith joins CP after a very successful operating career where he rose from a management trainee in the operations department at Burlington Northern in 1992 to becoming EVP & COO at CN in 2010," Hunter Harrison, CP's CEO.

"I have worked with many talented operating people in this industry over the last four decades and Keith is by far one of the best young operating talents that I have ever seen," Harrison continued. "Canadian Pacific recently began its transformational journey to becoming the best railroad in North America and we look forward to benefiting from Keith's strong leadership and operational expertise as we move forward."

Creel will have overall responsibility for the Operations and Marketing & Sales functions and will report directly to Harrison. Reporting to Creel will be Jane O'Hagan, EVP & CMO; Scott MacDonald, SVP Operations System; Guido De Ciccio, SVP Canadian Operations; and Doug McFarlane, SVP U.S. Operations

As well, as the COO post at CN, Creel also served as Executive Vice-President, Operations, Senior Vice-President of eastern and western regions and Vice-President of the prairie division. After a military career, he began his railway career at the Burlington Northern Railway in 1992 as an intermodal ramp manager in Birmingham, Al. He worked at Grand Trunk Western Railroad as a superintendent and general manager and at Illinois Central Railroad as a trainmaster and director of corridor operations, before it became part of CN in 1999.

Vena, 54, is a native of Jasper, Alta., and joined CN in 1977 as a brakeman after graduating from high school. He's a qualified locomotive engineer and has worked all over the CN system, holding progressively senior positions in operations and marketing.

"Jim has a wealth of railway experience and strong leadership skills," said CN President and CEO Claude Mongeau. "I am confident that he will help us drive our agenda of Operational and Service Excellence forward."

Vena said, "I am honoured to lead a very talented group of railroaders. CN is in many ways leading the railway industry with a strong customer focus. I look forward to helping the team continue to build momentum in delivering our bold agenda."

Vena joins CN's Leadership Team of Mongeau, and fellow Executive Vice-Presidents Luc Jobin, Chief Financial Officer; Jean-Jacques Ruest, Chief Marketing Officer; and Sean Finn, Chief Legal Officer.

Replacing Vena as senior vice-president, Southern Region in Homewood, Ill., will be Jeff Liepelt, 53, who is currently senior vice-president, Eastern Region. Liepelt also started his railroading career as a brakeman when he joined the Illinois Central Railroad (IC) in 1978. A replacement for Liepelt as leader of CN's Eastern Region will be named shortly.

CN also announced the retirement of Sameh Fahmy, Senior Vice-president, Engineering, Mechanical and Supply Management. The three functions under Fahmy's responsibility will report directly to Vena.

"I want to thank Sameh for his loyal service, tireless energy and the significant value he contributed to CN over the 23 years he worked with us," Mongeau said.

# Le CN et le CP annoncent l'arrivée de nouveaux dirigeants

**Plusieurs visages familiers** accèdent à des postes de dirigeants principaux au CP et au CN. Keith Creel a été nommé président et chef de l'exploitation du CP et Jim Vena, vice-président exécutif et chef de l'exploitation, en remplacement de M. Creel au CN.

Il incombera à M. Creel d'assurer l'orientation stratégique et de susciter un service à la clientèle supérieur et l'excellence opérationnelle au chemin de fer. « Keith arrive au CP après une carrière très fructueuse en exploitation, où il a gravi les échelons, de stagiaire en gestion à l'Exploitation du Burlington Northern, en 1992, à vice-président exécutif et chef de l'exploitation du CN, en 2010 », a déclaré Hunter Harrison, chef de la direction du CP.

« Ces quatre dernières décennies, j'ai travaillé avec de nombreuses personnes douées pour l'exploitation dans ce secteur, et Keith est de loin l'un des meilleurs jeunes talents en exploitation que j'aie jamais vus, a ajouté M. Harrison. Le Canadien Pacifique a récemment entrepris un processus de transformation afin de devenir le meilleur chemin de fer de l'Amérique du Nord, et nous avons hâte de bénéficier du leadership et de l'expertise opérationnelle solides de Keith. »

M. Creel aura la responsabilité d'ensemble des fonctions Exploitation et Marketing et ventes, et il relèvera directement de M. Harrison. Jane O'Hagan, vice-présidente exécutive et chef du Marketing, Scott MacDonald, vice-président principal, Exploitation (Réseau), Guido De Ciccio, vice-président principal, Exploitation, et Doug McFarlane, vice-président principal, Exploitation (É.-U.) relèveront de M. Creel.

Au CN, en plus du poste de chef de l'exploitation, M. Creel a été vice-président exécutif Exploitation, premier vice-président Régions de l'Est et de l'Ouest et vice-président Division des Prairies. Au terme d'une carrière militaire, il a entrepris sa carrière ferroviaire au Burlington Northern Railway en 1992, à titre de directeur, Rampe intermodale, à Birmingham, en Alabama. Il a été surintendant et directeur général au Grand Trunk Western Railroad et coordonnateur de trains et directeur, Exploitation de corridor à l'Illinois Central Railroad avant d'entrer au CN, en 1999.

Quant à M. Vena, âgé de 54 ans, il est originaire de Jasper, en Alberta, et il est entré au chemin de fer en 1977 à titre de serre-frein après avoir obtenu son diplôme d'études secondaires. Il est mécanicien de locomotive qualifié et il a travaillé partout dans le réseau du CN à des postes à responsabilités croissantes de cadre supérieur à l'Exploitation et au Marketing.

« Jim possède une vaste expérience du chemin de fer et de solides compétences en leadership, a déclaré Claude Mongeau, PDG du CN. Je suis convaincu qu'il nous aidera à progresser dans la réalisation de notre programme d'excellence en matière d'exploitation et de service. »

M. Vena a affirmé : « Je suis honoré de diriger un groupe de cheminots aussi talentueux. À maints égards, le CN montre la voie dans le secteur ferroviaire par son orientation clients. Je me réjouis à la perspective d'aider l'équipe à continuer sur sa lancée afin de mener à bien notre audacieux programme. »

M. Vena se joint à l'équipe de direction du CN, formée de M. Mongeau et de ses collègues vice-présidents exécutifs Luc Jobin, chef de la direction financière, Jean-Jacques Ruest, chef du Marketing, et Sean Finn, chef de la direction des Affaires juridiques.

Actuellement premier vice-président Région de l'Est, Jeff Liepelt, âgé de 53 ans, remplacera M. Vena au poste de premier vice-président Région du Sud à Homewood, en Illinois. M. Liepelt a lui aussi commencé sa carrière de cheminot comme serre-frein lorsqu'il est entré à l'ancien chemin de fer Illinois Central en 1978. Le remplacement de M. Liepelt à titre de dirigeant de la région de l'Est du CN sera annoncé sous peu.

Le CN a également annoncé le départ à la retraite de Sameh Fahmy, premier vice-président Ingénierie, Mécanique et Gestion des approvisionnements. À cette date, les trois fonctions dont M. Fahmy assume la responsabilité relèveront de M. Vena.

« Je désire remercier Sameh de sa loyauté, de son inépuisable énergie et de la grande valeur qu'il a apportée au CN au cours des 23 années qu'il y a passées », a conclu M. Mongeau.

*Plusieurs visages familiers accèdent à des postes de dirigeants principaux au CP et au CN. Keith Creel a été nommé président et chef de l'exploitation du CP et Jim Vena, viceprésident exécutif et chef de l'exploitation*

*CSX will also relocate a portion of its main line in residential areas of Salaberry-de-Valleyfield to a location south of Autoroute 530 alongside the new terminal in the industrial park.*

# More Intermodal Options for Montreal

**A $100 million** intermodal terminal will be built in Salaberry de Valleyfied, west of Montreal, once CSX Corp. gets approval from the Canadian Transportation Agency for the 36-hectare facility.

It would give Canadian companies shipping by containers direct access to the CSX rail network in the United States, said Michael Ward, the railway's Chairman, President and CEO. The railway operates 21,000 miles of track in 23 states east of the Mississippi as well as Ontario and Quebec.

Trains serving the terminal will connect through the northwest Ohio intermodal hub, which CSX expanded last year, offering quick and efficient access to markets across the United States. CSX includes a related $14-million capacity expansion of its railway facilities in Massena, New York.

"We believe this new terminal will provide immediate and long-term benefits," Ward told a news conference. It "will provide an anchor for the development of new business, helping boost the economy and create jobs while helping the environment and reducing congestion on the highways."

If CTA gives the project a green light, the terminal could be open in 2015, he added. It's expected to create about 600 jobs during construction and another 300 jobs at or related to the terminal.

The terminal will be able to handle up to 100,000 containers per year, using modern, rubber-tire gantry cranes to transfer containers between trains and the trucks that will bring the shipments to the facility or complete the delivery of the ones arriving from the U.S.

CSX will also relocate a portion of its main line in residential areas of Salaberry-de-Valleyfield to a location south of Autoroute 530 alongside the new terminal in the industrial park. CSX can trace

# De nouvelles options intermodales pour Montréal

**Un terminal intermodal** de 100 M$ sera construit à Salaberry de Valleyfied, à l'ouest de Montréal lorsque CSX Corporation (CSX) aura obtenu l'autorisation de l'Office des transports du Canada (OTC) relativement à cette installation de 36 hectares.

Grâce à ce terminal, les entreprises canadiennes expédiant des produits conteneurisés auraient un accès direct au réseau ferroviaire de CSX aux États-Unis, a déclaré Michael Ward, président du conseil, président et chef de la direction de CSX. Le chemin de fer exploite 34 000 kilomètres de voies ferrées qui s'étendent dans 23 États à l'est du Mississippi ainsi qu'en Ontario et au Québec.

Les trains desservant le terminal utiliseront comme point de correspondance la plaque tournante intermodale du nord-ouest de l'Ohio, agrandie par CSX l'année dernière, ce qui offrira un accès rapide et efficient aux marchés de tous les États-Unis. CSX projette un agrandissement connexe de 14 M$ de ses installations ferroviaires de Massena, dans l'État de New York.

« Nous sommes persuadés que ce nouveau terminal apportera des avantages à court et à long terme, a affirmé M. Ward. [Il] deviendra le point d'ancrage pour le développement de nouvelles entreprises et favorisera la croissance économique et la création d'emplois, tout en réduisant sensiblement l'impact sur l'environnement et la congestion routière. »

Si l'OTC donne le feu vert à la construction du terminal, celui-ci pourrait ouvrir en 2015, a-t-il ajouté. Environ 600 emplois seraient créés pendant la construction ainsi que 300 autres emplois directs au terminal et indirects.

L'installation aura une capacité de manutention annuelle maximale de

*continued from page 16*

its roots in Quebec back 125 years to the St. Lawrence and Adirondack Railway, Ward said.

Located in the Perron Industrial Park, the terminal will be close to the newly-completed Autoroute 30, providing easy access to the Montreal metropolitan region as well as eastern Ontario. The Quebec Ministry of Transportation and the city will undertake about $21.6 million worth of local road improvements to improve access to the facility.

Ward said the facility poses no threat to the existing intermodal business of CN, CP or the Port of Montreal. The railways operate east-west "while our business is primarily north-south." As for the port, "we anticipate the flow (of merchandise) to go both ways." It could result in increased cargo traffic, including to and from the Port of Montreal. "That two-way flow is the best way to do it. It means you don't move any empty containers."

*Trains serving the terminal will connect through the northwest Ohio intermodal hub, which CSX expanded last year, offering quick and efficient access to markets across the United States.*

"The expansion is more as a complement to the infrastructure project of the port," said Quebec Transport Minister Sylvain Gaudreault.

The completion of Autoroute 30 "was extremely important, a perfect, critical element for us," Ward said, "because it gave us direct access to Montreal by truck. That was the key."

The new CSX facility in northwest Ohio will enable the railway to consolidate traffic to go into smaller markets like Cincinnati, Detroit and even further south, Ward noted. "We think it will give access from Montreal to move products into those new markets."

CSX won't use the terminal to move oil or other bulk commodities, Ward said. "This will be for containers. We want to move Canadian-made products, we want to move United States-made products, we just want to move products, and we want to move them both ways, because you don't want the containers going back empty."

*suite de la page 17*

100 000 conteneurs assurée au moyen de portiques sur pneus. Ces portiques effectueront le transbordement des conteneurs entre les trains et les camions livrant leur chargement au terminal ou y ramassant un chargement en provenance des États-Unis pour en assurer la livraison finale.

Par ailleurs, CSX déplacera un tronçon de sa ligne principale hors de zones résidentielles de Salaberry-de-Valleyfield jusqu'à un point situé au sud de l'autoroute 530, adjacent au nouveau terminal, dans le parc industriel. Les racines de CSX au Québec remontent à 125 ans, à l'époque de la St. Lawrence and Adirondack Railway, a expliqué M. Ward.

Situé dans le parc industriel Perron, le terminal se trouvera à proximité de l'autoroute 30 nouvellement terminée, ce qui procurera un accès facile à l'agglomération montréalaise ainsi qu'à l'est de l'Ontario. Le ministère des Transports du Québec et la ville effectueront quelque 21,6 M$ de travaux d'amélioration au réseau routier local afin de favoriser l'accès à l'installation.

Lors de la conférence de presse, M. Ward a affirmé aux journalistes que l'installation ne nuira aucunement aux activités intermodales actuelles du CN, du CP et du port de Montréal. Les chemins de fer exercent leurs activités dans l'axe est-ouest « tandis que nos affaires se déroulent surtout dans l'axe nord-sud ». Pour ce qui est du port de Montréal, « nous prévoyons que le trafic ira dans les deux sens ». Cela pourrait donner lieu à une augmentation du trafic marchandises, notamment en provenance et à destination du port. « L'acheminement d'envois dans les deux directions est idéal, car cela permet d'éviter le transport de conteneurs vides. »

Le ministre des Transports du Québec, Sylvain Gaudreault, a affirmé lors de la conférence de presse que « le prolongement vient plutôt compléter le projet d'infrastructure du port ».

L'achèvement de l'autoroute 30 « était un élément très important pour nous, qui est arrivé à point nommé, a expliqué M. Ward, car cela nous donne un accès direct à Montréal par camion, ce qui était essentiel. »

La nouvelle installation de CSX dans le nord-ouest de l'Ohio permettra au chemin de fer de regrouper les envois pour fournir du service aux marchés plus petits comme Cincinnati et Detroit et même à des points situés plus au sud, a souligné M. Ward, ajoutant : « Nous croyons que cela procurera aux expéditeurs de Montréal un accès à ces nouveaux marchés. »

Selon M. Ward, CSX n'utilisera pas cette ligne pour le transport de pétrole ou d'autres marchandises en vrac. « Cette ligne servira au transport des conteneurs. Nous voulons transporter des produits faits au Canada et des produits faits aux États-Unis. Nous voulons simplement transporter des produits, et ce, dans les deux directions, pour éviter les retours à vide de conteneurs. »

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# Railways Spending Big Time to Improve Service

**CN and CP** together will spend about $3 billion during 2013 to upgrade their networks and improve service for their customers while building on initiatives launched last year.

CN has allocated $1.9 billion and CP up to $1.1 billion for projects to speed the flow of goods and boost financial performance.

Claude Mongeau, CN President and CEO, says, "CN is committed to operating a safe and sustainable railway, making continued improvements in service and seizing traffic opportunities to grow at low incremental cost.

"Infrastructure investments, the acquisition of new locomotives and equipment and the enhancement of information technology systems will help support our agenda of operational and service excellence. They will also make our customers more competitive in domestic and global markets and position us to maximize further business opportunities in intermodal, energy and other resource and manufacturing markets in 2013 and beyond."

*Winnipeg will handle customer inquiries on carload freight issues while the Toronto centre will deal with intermodal and automotive movements and the Minneapolis one with matters affecting shipments in the United States.*

# Les chemins de fer investissent massivement pour améliorer le service

**En 2013, le** CN et le CP affecteront un total d'environ 3 G$ à l'amélioration de leurs réseaux et du service fourni à leurs clients tout en continuant de tirer partie des initiatives lancées l'année dernière.

Le CN et le CP ont affecté des enveloppes de 1,9 G$ et de jusqu'à 1,1 G$, respectivement, à des projets devant permettre d'accélérer le mouvement des biens et de stimuler la performance financière.

Claude Mongeau, président-directeur général du CN, a déclaré : « Le CN est déterminé à exploiter un chemin de fer sécuritaire et conforme aux principes du développement durable, a apporter sans cesse des améliorations au service et à saisir les occasions d'accroissement du trafic moyennant un faible coût marginal.

« Les investissements d'infrastructure, l'acquisition de locomotives et de matériel nouveaux et l'amélioration des systèmes informatiques contribueront à appuyer nos objectifs d'excellence en matière d'exploitation et de service. Ils renforceront aussi la compétitivité de nos clients sur les marchés intérieurs et mondiaux et nous mettront en position de maximiser les débouchés sur les marchés du transport intermodal, de l'énergie et d'autres ressources et de la fabrication en 2013 et par la suite. »

*The Calgary Logistics Park was designed to provide seamless transportation solutions to rail customers moving products and commodities into and out of Calgary – one of the fastest growing regional markets in North America.*

CP CEO Hunter Harrison says his railway has launched a go-forward plan for change that will greatly improve service, increase the railway's efficiency, lower cost and grow the business. "Momentum is building at Canadian Pacific and the organization is driving to a culture of intense focus on operations. Service will be what drives this organization, by providing a premium, reliable product offering through a lower cost operation."

Since taking the reins at CP, Harrison says CP has made tremendous progress in its rapid change agenda that has only begun to reshape the company.

Among CP's priorities are extending sidings to handle longer freight trains to keep traffic flowing. "The sidings that we have are short [5-6000 feet]. Instead of letting them sit there and rust, we're going to take the steel and combine it with another siding, which reduces our capital outlay because you don't have to buy new rail."

CP is also re-energizing its service centre system to help shippers get speedy resolution of any problems with their freight. The new service approach will be delivering better and more consistent information to shippers, says spokesman Ed Greenberg. CP has opened 24/7 Service

Pour sa part, le chef de la direction du CP, Hunter Harrison, a présenté le plan d'action révisé de l'entreprise, prévoyant des changements qui amélioreront grandement le service, feront augmenter l'efficience du chemin de fer, réduiront les coûts et feront croître les affaires. « Le Canadien Pacifique reprend sa vigueur, et l'entreprise chemine vers une culture résolument axée sur l'exploitation. Le service sera au coeur de cette entreprise, en offrant un produit fiable et de premier plan grâce à des coûts d'exploitation réduits. »

M. Harrison a déclaré que, depuis qu'il a pris la direction du CP, l'entreprise a réalisé des progrès remarquables dans la réalisation de son programme de changements rapides, qui ne fait que commencer à remodeler la Compagnie.

Le CP a notamment pour priorité de se doter d'un plus grand nombre de voies d'évitement prolongées pouvant recevoir des trains marchandises plus longs afin d'assurer la fluidité des circulations. Il redynamise aussi son réseau de centres de service afin d'aider les expéditeurs à obtenir rapidement des solutions à tout problème lié à leurs envois.

La nouvelle approche en matière de service permettra d'améliorer et d'uniformiser les

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*CN plans to invest more than $1 billion on track infrastructure and improving the productivity and fluidity of its network, which helps ensure shipments are delivered on schedule.*

Centres in Winnipeg, Toronto and Minneapolis to provide more localized customer service and assist with day-to-day inquiries by telephone or the Internet.

Winnipeg will handle customer inquiries on carload freight issues while the Toronto centre will deal with intermodal and automotive movements and the Minneapolis one with matters affecting shipments in the United States. Customers who connect with a centre and require on-the-ground assistance "will be put in touch with someone in the field who can provide swift problem resolution," Greenberg said. "We want to deliver competitive and more consistent service for our customers and solutions that resolve their issues faster."

Keeping their thousands of kilometers of tracks in good condition as well as operating environmentally friendly locomotives and a massive fleet of freight cars requires a hefty annual outlay by the two carriers.

CN plans to invest more than $1 billion on track infrastructure and improving the productivity and fluidity of its network, which helps ensure shipments are delivered on schedule. The program includes the replacement of rail, ties and other track materials, and bridge work.

renseignements fournis aux expéditeurs, a déclaré le porte-parole Ed Greenberg. Le CP a inauguré des centres de service ouverts 24 heures sur 24 et sept jours sur sept à Winnipeg, Toronto et Minneapolis afin de fournir un service à la clientèle davantage localisé et une assistance aux demandes de renseignements reçues quotidiennement par téléphone ou par Internet.

Le centre de Winnipeg s'occupera des demandes de renseignements des clients portant sur les envois en wagons complets, tandis que celui de Toronto s'occupera du transport intermodal et des produits automobiles et celui de Minneapolis, des questions sur les envois aux États-Unis. Les clients qui communiqueront avec un centre et auront besoin d'une aide sur le terrain seront « mis en communication avec une personne, qui sera en mesure de trouver rapidement une solution au problème, a ajouté M. Greenberg. Nous voulons fournir à nos clients un service plus concurrentiel et uniforme ainsi que des solutions qui permettent de régler plus rapidement leurs problèmes. »

Le maintien de milliers de kilomètres de voies ferrées en bon état d'entretien et l'exploitation de locomotives plus écologiques et de parcs imposants de matériel remorqué nécessitent

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Meanwhile, it will spend about $700 million on several initiatives to provide the kinds of services and facilities that its customers require.

They include transload and distribution centres to transfer freight between rail and trucks; more extended sidings in northern British Columbia, Alberta, and northern Ontario; double-tracking portions of its mainline in Saskatchewan and adding new signals in Alberta to expedite train movements; and upgrading several properties in the United States.

Among projects CN has already announced are intermodal terminals in the U.S. and the Calgary Logistics Park. It is also adding information technology to improve service and operating efficiency.

In addition, CN will target approximately $200 million in 2013 for the acquisition of locomotives, intermodal equipment and vehicles as well as locomotive and car refurbishments. CN expects to take delivery of 40 new and 37 second-hand high-horsepower locomotives over the next 24 months, after also acquiring 25 new and 123 second-hand high-horsepower locomotives in 2012.

The Joliet project involves construction of an intermodal ramp to offer import/export customers key access to numerous Chicago-area distribution centers. Jean-Jacques Ruest, CN Executive Vice-President and Chief Marketing Officer, says "The Joliet-Will County area of greater Chicago has one of the highest concentrations of distribution centers in the United States. With a new intermodal ramp for container traffic at our Joliet Yard, CN will offer importers and exporters improved access to this vital trade hub with the fastest combined ocean and rail transit times from and to Asia via the ports of Vancouver and Prince Rupert.


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des dépenses importantes de la part des deux transporteurs.

Aussi, le CN prévoit-il affecter plus de 1 G$ à l'infrastructure ferroviaire et à l'amélioration de la productivité et de la fluidité de son réseau, ce qui contribue à faire en sorte que les envois soient livrés conformément à l'horaire prévu. Le programme de dépenses en immobilisations comprend le renouvellement de rails, de traverses et d'autres composants de voie ainsi que des travaux sur les ponts.

Le CN affectera également quelque 700M$ à plusieurs initiatives visant à procurer aux clients le genre de services et d'installations dont ils ont besoin.

Parmi ces initiatives, notons des centres de transbordement et de distribution pour faire passer les marchandises entre les trains et les camions; de nouvelles voies d'évitement prolongées dans le nord de la Colombie-Britannique, l'Alberta et le nord de l'Ontario; le doublement de tronçons de la ligne principale en Saskatchewan; l'ajout de nouveaux dispositifs de signalisation en Alberta afin d'accélérer le mouvement des trains; et la modernisation de plusieurs propriétés aux États-Unis.

Par ailleurs, le CN a déjà annoncé des projets, dont la construction d'un terminal intermodal aux États-Unis et le Parc logistique de Calgary, et il adopte de nouvelles technologies de l'information en vue d'améliorer l'efficience du service et de l'exploitation.

De plus, en 2013, le CN consacrera environ 200 M$ à l'acquisition de locomotives, de matériel intermodal et de véhicules ainsi qu'à la remise à neuf de locomotives et de wagons. Au cours des 24 prochains mois, le CN prévoit prendre livraison de 40 locomotives neuves et de 37 locomotives usagées, toutes de grande puissance, après avoir fait l'acquisition de 25 locomotives neuves et de 123 usagées, également de grande puissance, en 2012.

Le projet de Joliet comprend la construction d'une rampe intermodale afin d'offrir à ses clients importateurs et exportateurs un accès clé à de nombreux centres de distribution de la région de Chicago. Jean-Jacques Ruest, vice-président exécutif et chef du Marketing du CN, a déclaré : « Le secteur de Joliet et du comté de Will dans le Grand Chicago est l'un des endroits qui comptent le plus de centres de distribution aux États-Unis. Une nouvelle rampe intermodale destinée au trafic de conteneurs à son triage de Joliet permettra au CN d'offrir aux importateurs et aux exportateurs un accès plus facile à cet important carrefour commercial et un délai

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"CN expects to offer daily west coast service starting in June with transit times of approximately 100 hours between the west coast and Joliet," he adds. The ramp will accommodate the transfer of containers between rail and truck. A grain trans-loading facility will also operate at the site to support export opportunities.

CN is the only railroad directly linking all three coasts to the Greater Chicago area distribution centres, including vessel calls originating in Europe, Asia and South America. "CN's Joliet intermodal terminal is another example of how we are giving our customers improved supply chain efficiencies and better access to global markets," he notes.

Meanwhile CN and the Indiana Rail Road Company will build an intermodal terminal in Indianapolis to offer Indiana importers and exporters an all-rail option for containerized products moving to/from Asia via Vancouver and Prince Rupert. CN estimates containerized import goods will flow in as little as 18 to 20 days from port loading in Shanghai and Qingdao, China, and Busan, Korea, to the Indiana Terminal.

The Calgary Logistics Park was designed to provide seamless transportation solutions to rail customers moving products and commodities

de transport maritime et ferroviaire plus court pour les marchandises en provenance et à destination de l'Asie, qui transitent par les ports de Vancouver et de Prince Rupert.

« Le CN prévoit offrir un service quotidien sur la côte ouest à compter du mois de juin et des temps de parcours d'environ 100 heures entre la côte ouest et Joliet », a-t-il ajouté. La rampe intermodale permettra le transbordement des conteneurs entre les trains et les camions. Une installation de transbordement des céréales sera également exploitée sur place pour appuyer les occasions d'exportation.

Le CN est le seul chemin de fer reliant directement les trois côtes maritimes – où font escale des navires en provenance de l'Europe, de l'Asie et de l'Amérique du Sud – aux centres de distribution de la région de Chicago. M. Ruest a ajouté : « Le terminal intermodal du CN à Joliet est un exemple de plus de la façon dont nous faisons profiter nos clients des gains d'efficience réalisés dans la chaîne d'approvisionnement et d'un accès plus grand aux marchés mondiaux. »

Par ailleurs, le CN et l'Indiana Rail Road Company (INRD) construiront un terminal intermodal à Indianapolis afin d'offrir aux importateurs et aux exportateurs de l'Indiana

*CN is the only railroad directly linking all three coasts to the Greater Chicago area distribution centers, including vessel calls originating in Europe, Asia and South America.*

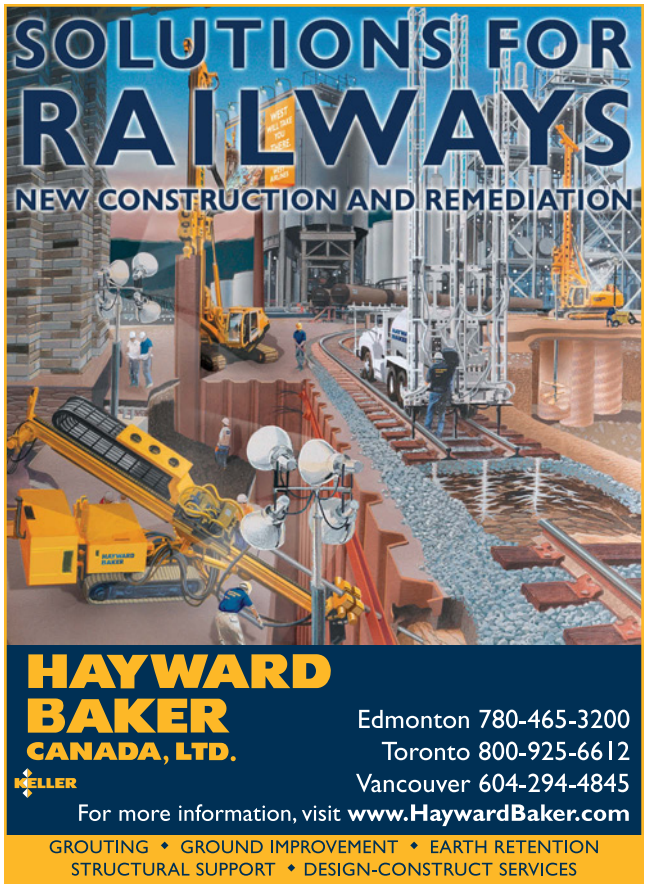
into and out of Calgary – one of the fastest growing regional markets in North America. "CN's $200-million logistics park is strategically located between the ports of Prince Rupert and Vancouver and major cities across Canada and mid-America," Ruest explains. "The park's intermodal terminal, along with very competitive ocean and rail transportation times, will provide Alberta businesses ample capacity for consumer goods and industrial materials and effective export routes for forest products, plastics and agri-products."

The 680-acre facility has quick access to the Trans Canada Highway and other major roadways and is 10 kilometres from Calgary International Airport. The new intermodal terminal, relocated from CN's Sarcee Yard in southeast Calgary, offers several benefits for shippers including 30 percent more capacity than the old intermodal terminal and space for further expansion; four automated in-gates and three automated out-gates to keep truck turnaround times in the terminal to below 45 minutes; a yard for convenient storing of international containers; and specialized equipment for temperature-controlled products, allowing CN to expand its existing reefer volumes.

The logistics park has space to accommodate more than 2.5 million square feet of warehouse distribution facilities, including a rail-to-truck transload operation and a new CN Autoport facility. Ruest points out the park "will help CN to reduce transportation costs of its customers through highly efficient materials handling, transportation and distribution processes, and thus will help them grow their businesses."

Last year, CP unveiled faster intermodal train services connecting Vancouver to Toronto or Chicago. The service removes a day from the 2,600-mile Toronto to Vancouver transcontinental trains and two days from the 2,200-mile Vancouver to Chicago train service.

"With lower dwell times in our terminals, more efficient transit times, and optimized asset utilization, we can provide this improved service," said Jane O'Hagan, Executive Vice



une option de transport exclusivement par chemin de fer de produits conteneurisés à destination ou en provenance de l'Asie, via Vancouver et Prince Rupert. Le CN estime qu'il faudra seulement entre 18 et 20 jours pour transporter des produits d'importation conteneurisés depuis leur chargement aux ports de Shanghai et de Qingdao, en Chine, et de Busan, en Corée, jusqu'au terminal de l'INRD.

Le Parc logistique de Calgary a été conçu pour offrir des solutions de transport sans rupture aux clients ferroviaires faisant acheminer des produits et marchandises à destination et en provenance de Calgary, l'un des marchés régionaux qui connaît la croissance la plus rapide en Amérique du Nord. « Le parc logistique de 200 M$ CA du CN est situé de façon stratégique entre les ports de Prince Rupert et de Vancouver et les grandes villes du Canada et du centre des États-Unis, a expliqué M. Ruest. Le terminal intermodal du parc de même que les durées d'acheminement maritimes et ferroviaires très concurrentielles procureront aux entreprises albertaines toute la capacité voulue pour le transport des biens de consommation et des matériaux industriels ainsi que des itinéraires d'exportation efficaces pour les produits forestiers, les plastiques et les produits agroalimentaires. »

L'installation de 680 acres procure un accès facile à la route transcanadienne et à d'autres grandes routes et elle se trouve à dix kilomètres de l'aéroport international de Calgary. Déménagé du triage Sarcee du CN, dans le sud-est de Calgary, à son emplacement actuel, le nouveau terminal intermodal offre plusieurs avantages aux expéditeurs, notamment une capacité supérieure de 30 percent à celle de l'ancien terminal intermodal et de la superficie en vue d'un agrandissement; quatre guérites d'entrée et trois guérites de départ, toutes automatisées, ce qui permet de maintenir la durée de passage en terminal des camions à moins de 45 minutes;

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Through a complete redesign of the railway's transcontinental package, combined with the benefits from previous capital investments to CP's network, shippers looking for fast and reliable shipping solutions with consistent overall transit times can take advantage of CP's new schedules to reach existing and emerging North American and international markets. This new transcontinental service is part of the evolution at CP as more enhancements are being pilot tested across the network creating further service improvements. CP is offering the fastest intermodal service between Vancouver and Chicago.

"Whether your business is shipping in-demand consumer products or just-in-time manufacturing inventory, (you) gain a significant delivery advantage to these busy, high-priority destinations when you ship with CP," the railway says. "Part of the global supply chain, we're helping customers become more profitable with rapid, reliable rail."

une aire de dépôt qui procure un lieu pratique d'entreposage des conteneurs internationaux; et du matériel spécialisé pour le transport des produits sensibles aux variations de température, ce qui permet au CN d'augmenter son volume actuel d'acheminement d'unités réfrigérées.

La superficie du parc logistique est suffisante pour y accueillir, sur plus de 2,5 millions de pieds carrés (232 500 mètres carrés), des lieux d'entreposage et de distribution, y compris une installation de transbordement des trains aux camions et une nouvelle installation Autoport du CN afin de desservir le marché régional des véhicules assemblés.

M. Ruest a ajouté que, « grâce à des processus hautement efficaces de manutention de matériaux, de transport et de distribution, (le parc) aidera le CN à réduire les coûts liés au transport au profit de ses clients, ce qui contribuera à la croissance de leurs affaires. »

L'année dernière, le CP a annoncé le lancement de services de trains intermodaux plus rapides reliant Vancouver à Toronto ou Chicago. Dans le cadre de ces services, le parcours de 2 600 milles des trains transcontinentaux entre Toronto et Vancouver prend un jour de moins et

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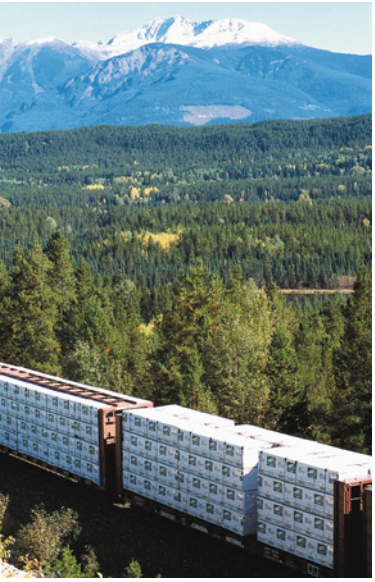

CP has also opened its new Intermodal Facility at Saskatchewan's Global Transportation Hub in Regina. Located on 300 acres adjacent to CP's mainline between Regina and Moose Jaw, it increases capacity and service reliability for intermodal customers with enhanced and more competitive services.

The new intermodal facility is designed to process up to 250,000 container handlings per year or five times more container handlings per year when compared to CP's former Regina terminal. "The opening of the new intermodal terminal will contribute to CP's commitment to supporting further growth with our customers and improving supply chain efficiency in the region," O'Hagan explains. "This new facility, along with CP's 10 other intermodal locations, will enhance our competitive access to key North American and world markets."

Loblaw, Consolidated Fastfrate (CFF) and the Yanke Group of Companies have located distribution centres at the Hub. O'Hagan said locating customer facilities "adjacent to high-capacity intermodal facilities drives superior efficiencies and service levels."

Customers are showing their appreciation for the change in attitude at CP, Harrison notes. "We are hearing feedback from customers that they are seeing and liking the results. The reduced number of assets and the decentralized decision making within the organization will allow us to appropriately size to any changes in market conditions. I have always maintained that by focusing on the best possible service, along with appropriate cost containment, the operating ratio will take care of itself. CP is no different; we already see the service and related bottom line benefits of our early actions. It's an exciting time to be a part of this great franchise."

"CP has many talented railroaders who want to win," he adds. "Together we are squarely focused on improved service and becoming the low cost carrier. This will allow us to continue to grow with our customers." CP will keep working on various plans to improve service reliability, increase the railway's efficiency, and grow the business.

"We will continue to drive our service offering while focusing on taking unproductive costs out of the business," he observes. "We see a strong earnings profile and solid free cash flow picture emerging."

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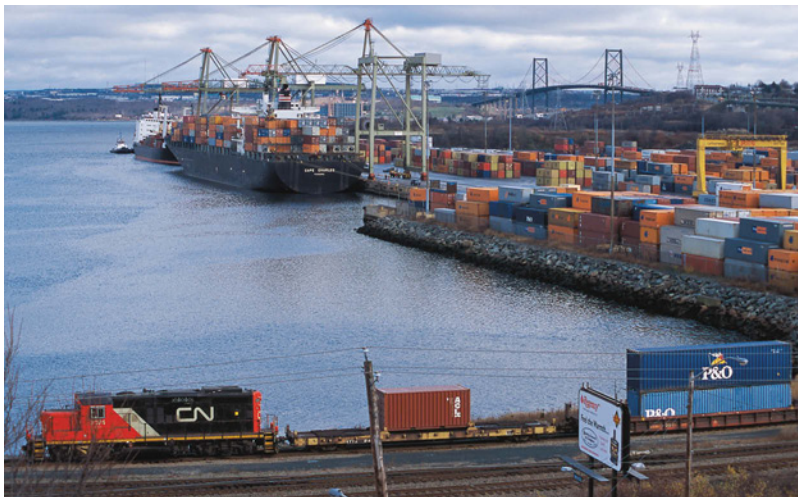
le parcours de 2 200 milles du service ferroviaire entre Vancouver et Chicago, deux jours de moins.

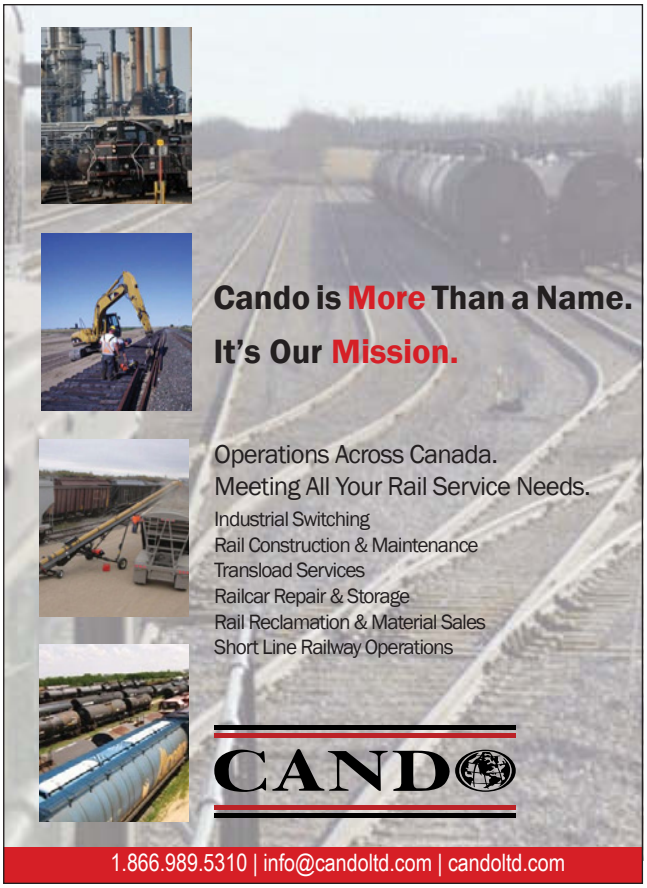
« La diminution des temps d'arrêt dans nos terminaux, une plus grande efficacité des temps de parcours et l'utilisation optimisée des actifs nous permettent d'offrir ce service amélioré, a déclaré Jane O'Hagan, vice-présidente exécutive et chef du Marketing, au Canadien Pacifique. En tant que partenaire de la chaîne d'approvisionnement mondiale, nous voulons aider nos clients à être plus concurrentiels sur les marchés qu'ils desservent. »

La révision complète de l'offre de service transcontinental du chemin de fer, de même que les retombées positives des investissements antérieurs dans le réseau du CP, permettent aux expéditeurs qui désirent des solutions d'expédition rapides et fiables ainsi que des temps de transit stables, de compter sur les nouveaux horaires du CP pour atteindre leurs marchés actuels en Amérique du Nord et ailleurs dans le monde et pour en pénétrer de nouveaux. Ce nouveau service transcontinental s'inscrit dans le processus d'évolution en cours au CP; d'autres améliorations font l'objet d'essais pilotes dans tout le réseau, ce qui contribue à bonifier davantage le service. Le CP offre maintenant le service intermodal le plus rapide du secteur entre Vancouver et Chicago.




« Que vos activités portent sur l'expédition de produits de consommation en forte demande ou de stocks manufacturiers juste à temps, donnez-vous un important avantage en confiant au CP l'expédition de vos marchandises vers ces destinations prioritaires achalandées, soutient le chemin de fer. Le CP fait partie de la chaîne d'approvisionnement mondiale, et son service ferroviaire rapide et fiable aide ses clients à accroître leur rentabilité. »

Le CP a également ouvert sa nouvelle installation intermodale dans la Plaque mondiale




de transport (Global Transportation Hub) de la Saskatchewan, à Regina. Située sur un terrain de 300 acres adjacent à la ligne principale Regina-Moose Jaw du CP, cette installation accroît la capacité et la fiabilité du service au profit des clients de l'intermodal, grâce aux services améliorés et plus concurrentiels.

La nouvelle installation intermodale est conçue pour traiter jusqu'à 250 000 conteneurs par année, soit cinq fois plus que l'ancien terminal du CP à Regina. « L'ouverture du terminal intermodal aidera le CP à respecter son engagement d'appuyer une croissance accrue pour ses clients et à améliorer l'efficacité de la chaîne d'approvisionnement dans la région, précise Mme O'Hagan. Ce nouveau terminal ainsi que les dix autres installations intermodales du CP rehausseront notre accès concurrentiel aux marchés clés de l'Amérique du Nord et du monde. »

Loblaws, Consolidated Fastfrate et le Yanke Group of Companies ont établi des centres de distribution dans la Plaque mondiale de transport. Selon Mme O'Hagan, l'établissement d'installations de clients « en un endroit adjacent aux installations intermodales de grande capacité permettra d'atteindre des gains d'efficience et des niveaux de service supérieurs ».

Les clients affirment qu'ils apprécient le changement d'attitude au CP, souligne M. Harrison. « Les clients font des commentaires indiquant qu'ils voient et apprécient les résultats obtenus. Le nombre réduit d'éléments d'actifs et la décentralisation du processus de prise de décisions dans l'entreprise nous permettront d'adapter la taille à tout changement dans les conditions du marché. J'ai toujours soutenu que lorsqu'une entreprise met l'accent sur le meilleur service possible, et que cela est associé à des mesures appropriées de limitation des coûts, le ratio d'exploitation se règle de lui-même. Le CP ne fait pas exception, et nous constatons déjà les avantages découlant de nos premières mesures sur le service et les résultats nets connexes. C'est un excellent moment pour faire partie de cette formidable entreprise.

« Le CP compte de nombreux cheminots talentueux qui veulent gagner, ajoute-t-il. Ensemble, nous sommes bien déterminés à améliorer le service et à devenir un transporteur à faibles coûts. Cela nous permettra de continuer à croître avec nos clients. » Le CP poursuivra la mise en oeuvre de divers plans en vue d'améliorer la fiabilité du service, d'augmenter l'efficience du chemin de fer et de faire croître les affaires.

« Nous continuerons à faire progresser notre offre de services tout en nous attachant à éliminer les coûts improductifs dans l'entreprise, observe-t-il. Nous voyons émerger un tableau de bons résultats nets et de solides flux de trésorerie disponibles. »

Auparavant, lorsque de grands programmes étaient lancés, on les qualifiait de « mégaprojets ». Aujourd'hui, les chemins de fer en font chaque année, affectant des milliards de dollars à des activités annuelles de maintien de la sécurité et du bon état de leur entreprise.

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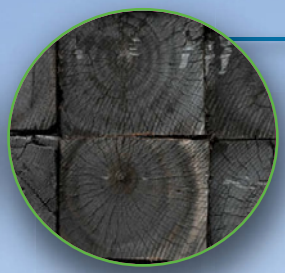

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Undaunted by the natural resistance, the senior team at the British Columbia railway proceeded to pave the way to introduce a handful of "flex" positions to their workforce. The newly-created position allows individuals to work across the organization, to essentially go where they are most needed on any particular day. "Flexibility and agility are our primary goals in creating these positions," said Frank Butzelaar, President of SRY. "Our customers expect us to be responsive. In these times of economic uncertainty and fierce competition ... we need to be able to deliver a level of service that can only be achieved if we have a more flexible workforce."

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*The newly-created position allows individuals to work across the organization, to essentially go where they are most needed on any particular day.*

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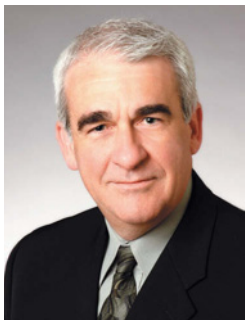
*The benefits for workers hired into a flex position are many: cross training in a variety of job functions, diversity, as well as being able to work in various areas within the company.*

deploy trained people where and when they are needed most in order to meet the needs of the customer. "We have seen an increase in overall productivity because there is no unnecessary down-time," said Vincent Boudreau, head of HR and Labour Relations. "But the real benefit is in minimizing potential layoffs in the future. We have a trained and seasoned workforce. We do not want to lose anyone in an economic downturn if we can help it."

The benefits for workers hired into a flex position are many: cross training in a variety of job functions, diversity, as well as being able to work in various areas within the company. Ultimately it will also make them more marketable. "We know people may want to move on, but we want them to think of SRY as one of the best places where they have worked ... and maybe someday they will come back."

The jury is still out on whether or not all employees support the concept. "In a way, it goes against how we have done things over the last 100 years." Initially it was felt that their coworkers would not accept the flex employees; however, that does not seem to be a problem. Not only are the flex employees now accepted as part of the workforce, other employees are beginning to recognize the advantage to their own work of being able to draw on an experienced resource when it is needed to get a job done.

The link to future job security is less obvious. It is still easier to convince people that flexibility is a threat to job security rather than see the inherent opportunity for coworkers that such flexibility will bring relative stability to the workforce, thereby decreasing the possibility of layoffs. "In a few years, flex positions will be a normal part of our workforce ... the culture will have shifted to include flexibility as simply the way we do things at SRY."



Mario Brault

# Short Line Acquisition is All about Continuity

By Alex Binkley

**With the approval** of the U.S. Surface Transport Board for the acquisition of Rail America's North American properties by Genesee & Wyoming, the Canadian operations are being welcomed into their new family, says Mario Brault, President of Genesee & Wyoming Canada.

Brault and his management team have met the management and staff of the Rail America operations in Ontario and Nova Scotia. "I have a very good feeling about these employees," he said in an interview. "They are professional and dedicated and are looking forward to the future."

For most of them, the change of ownership will have little effect on their daily jobs. "We have retained the local management of these lines and the general manager for each one remains in place. They will have the same local marketing and sales managers. We want to ensure there is continuity."

Instead of reporting to the former Rail America headquarters in Jacksonville, Fla., the former Rail America lines in Canada will deal with Jean-Marc Montigny, the G&W Canada's senior vice president of operations based in Montreal. "We like to think that they will get faster answers on administrative issues."

With the employees reassured, Brault and his team are turning their attention to the customers. "With our regional management team, we are now meeting shippers to tell them the service will continue and even be improved if we can."

In addition to its Quebec Gatineau Railway, Huron Central Railway, Chemin de fer St-Laurent & Atlantique (Québec), St. Lawrence & Atlantic Railroad, Western Labrador Rail Services and Services Ferroviaires de l'Estuaire (Quebec City port railway operations), the Canadian company has gained the Goderich - Exeter Railway, Southern Ontario Railway, the Cape Breton and Central Nova Scotia Railway and the Ottawa Valley Railway from Rail America.

G&W also has signed an agreement to build and operate a 21-kilometre line in northern Quebec from a new iron ore mine to Schefferville.

Both G&W and Rail America had good relations with CN and CP and that too will continue in the future, Brault added.

With the Rail America acquisition wrapped up, G&W Canada will keep looking at other possible rail acquisitions, he noted. Neither CN nor CP are offering spin-offs at the rate that they did at the start of the short line boom in the 1990s. "However we're open for business and we'll be looking at any new opportunities," he explained. "Any deal has to be a good fit for us from a financial and strategic perspective. We have a very

*With the Rail America acquisition wrapped up, G&W Canada will keep looking at other possible rail acquisitions.*

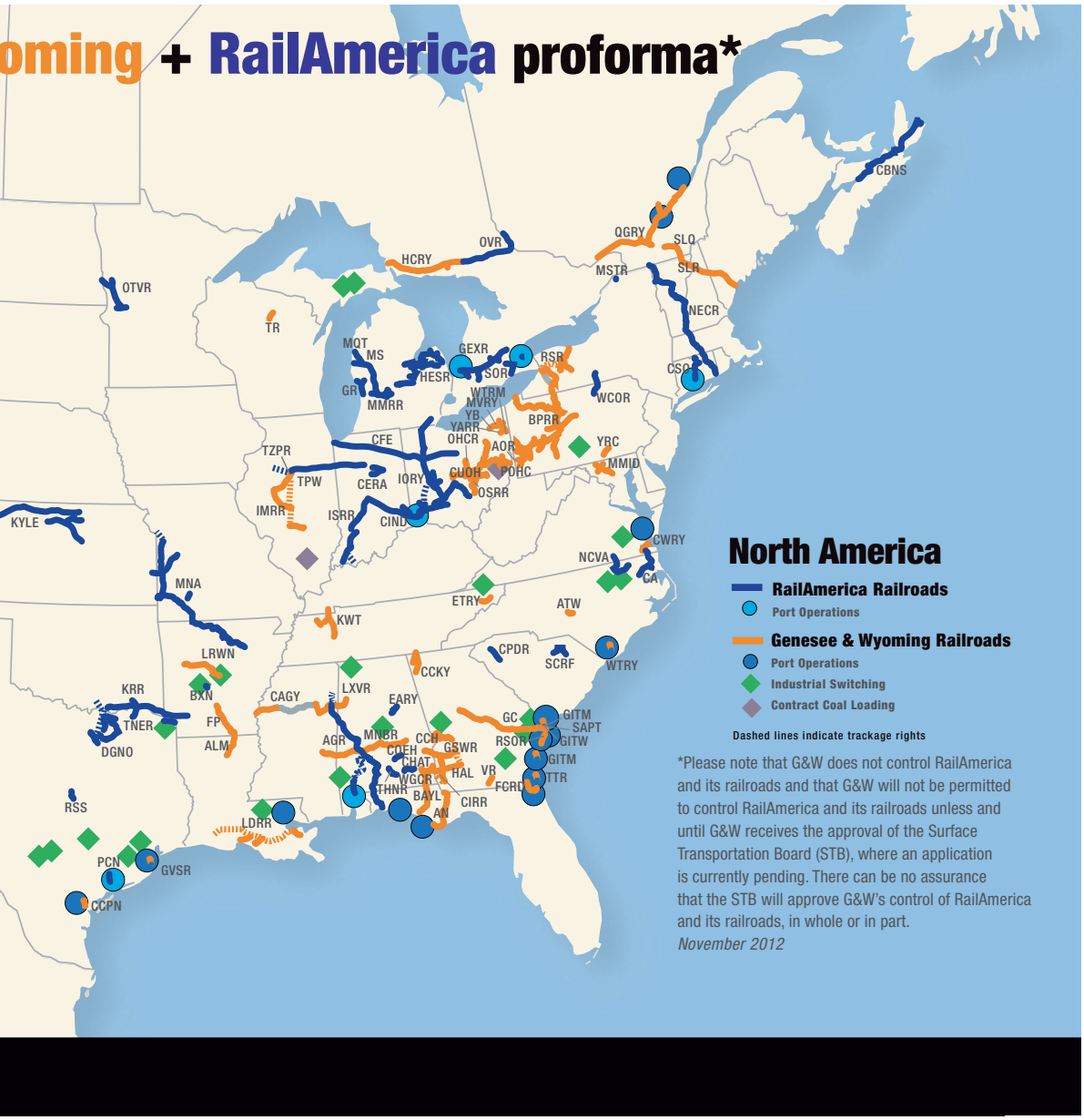
# Acquisition de CFIL: Une Question de Continuité

par Alex Binkley

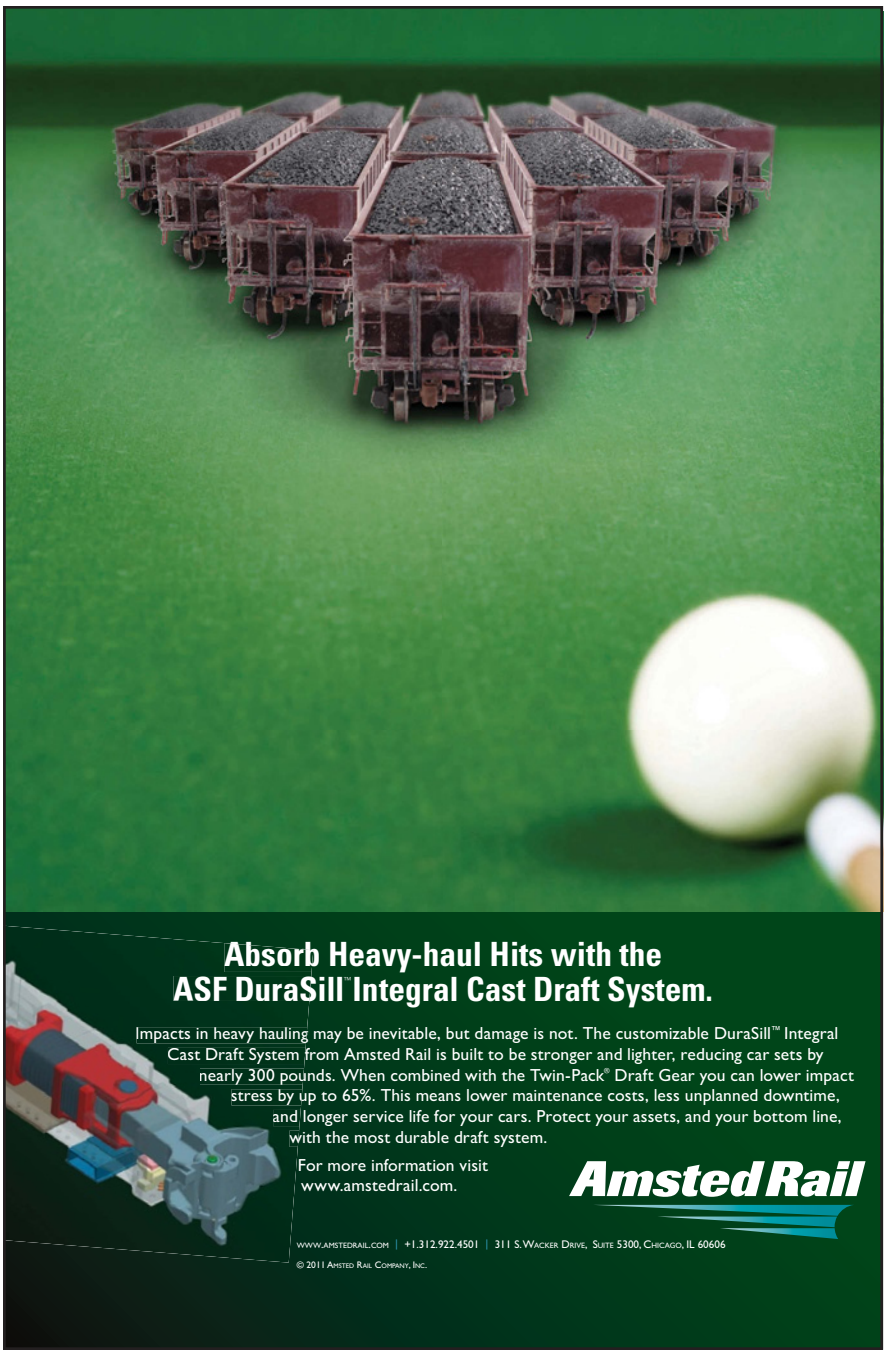
**Le Surface Transport** Board des États-Unis ayant approuvé l'acquisition des propriétés nord-américaines de RailAmerica par Genesee & Wyoming (G&W), les exploitations canadiennes sont maintenant accueillies au sein de leur nouvelle famille, selon Mario Brault, président de Genesee & Wyoming Canada.

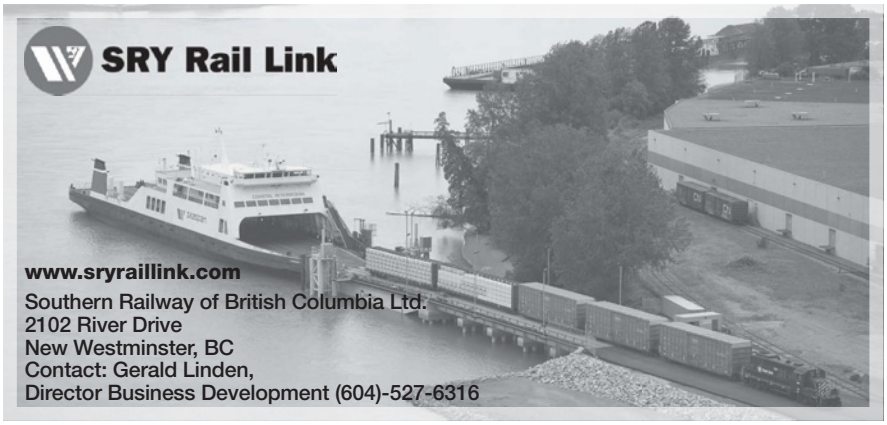
M. Brault et son équipe de direction ont rencontré les dirigeants et le personnel des exploitations de RailAmerica en Ontario et en Nouvelle-Écosse. « Les effectifs m'ont fait une très bonne impression, a-t-il déclaré en entrevue. Ce sont des employés professionnels et dévoués qui ont confiance en l'avenir. »

Le transfert de propriété n'aura que peu d'impact sur le travail au quotidien de la plupart d'entre eux. « Nous avons conservé les gestionnaires locaux et la direction de




*La transaction avec RailAmerica étant finalisée, G&W Canada restera à l'affût d'autres acquisitions ferroviaires possibles.*




*continued from page 42*

rigorous process for analyzing properties. We make highly disciplined decisions."

G&W paid US$1.7 billion for RailAmerica's shares as well as refinancing $1.23 billion of outstanding debt owed by the two companies.

G&W owns and operates short line and regional freight railroads in the United States, Australia, Canada, the Netherlands and Belgium. In addition, G&W operates the 1,400-mile Tarcoola to Darwin rail line, which links the Port of Darwin with the Australian interstate rail network in South Australia. Operations currently include 111 railroads organized in 11 regions, with more than 15,000 miles of owned and leased track, 4,500 employees and over 2,000 customers. The company also provides rail service at 35 ports in North America, Australia and Europe and performs contract coal loading and railcar switching for industrial customers.

*suite de la page 43*

chaque entreprise restera en place. Les responsables des ventes et du marketing seront les mêmes. Notre objectif est d'assurer la continuité. »

Au lieu de relever du siège social de RailAmerica, à Jacksonville, en Floride, comme avant, les anciennes lignes canadiennes de RailAmerica relèveront de Jean-Marc Montigny, premier vice-président de l'exploitation, à G&W Canada, qui est en poste à Montréal. « Nous pensons que les gens obtiendront plus rapidement des réponses sur les questions administratives. »

Le personnel étant rassuré, M. Brault et son équipe se concentrent maintenant sur la clientèle. « Accompagnés des équipes de direction régionales, nous tenons des rencontres avec les expéditeurs afin de leur confirmer que le service se poursuit et que nous l'améliorerons même, si possible. »

En plus des Chemins de fer Québec-Gatineau, du Huron Central Railway, du Chemin de fer Saint-Laurent et Atlantique (au Québec), du St. Lawrence & Atlantic Railroad, des Western Labrador Rail Services et des Services ferroviaires de l'Estuaire (exploitation ferroviaire du port de Québec), l'entreprise canadienne a obtenu de RailAmerica le

Goderich-Exeter Railway, le Southern Ontario Railway, le Cape Breton and Central Nova Scotia Railway et l'Ottawa Valley Railway.

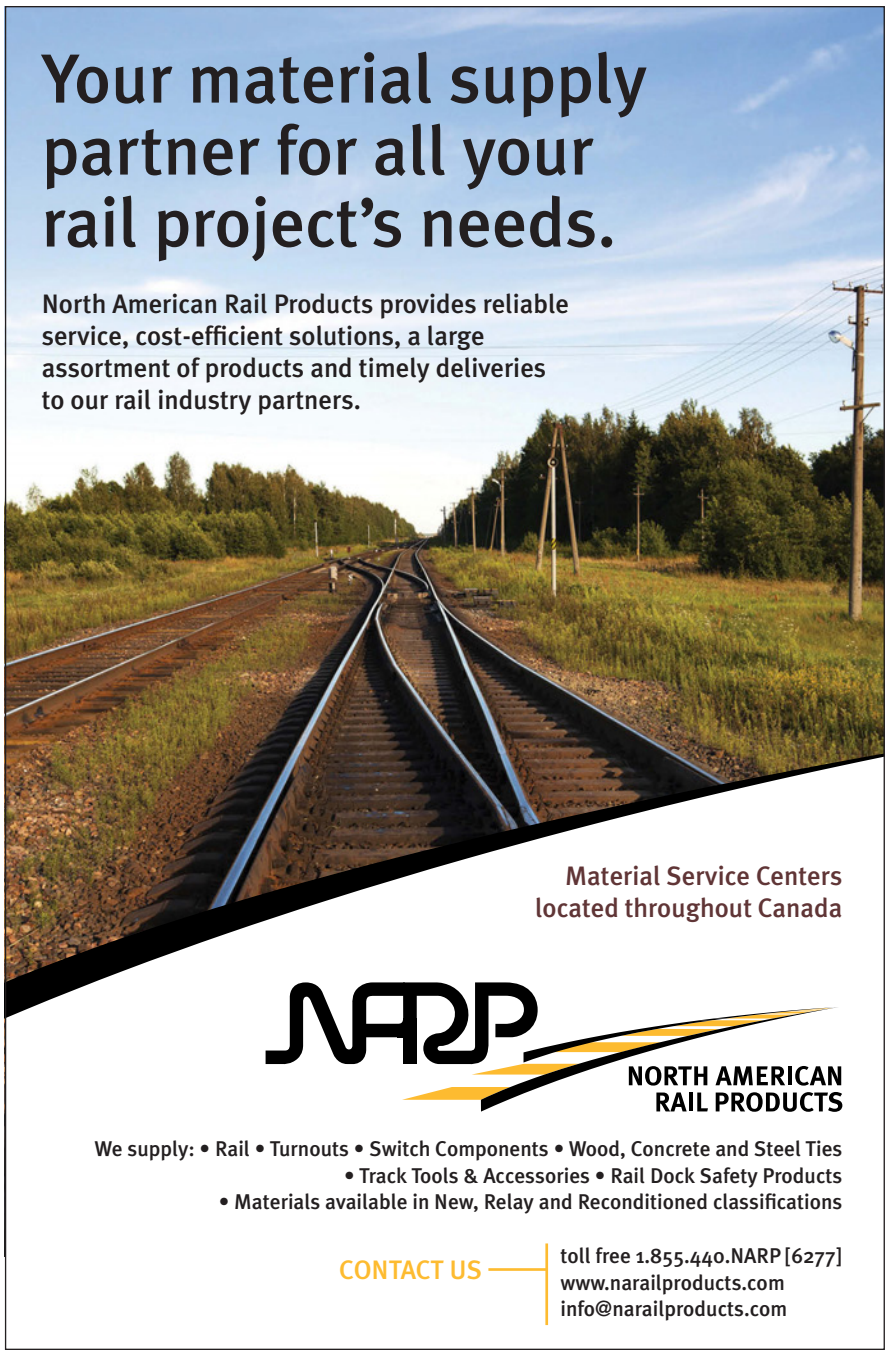
De plus, G&W a conclu une entente en vue de la construction et de l'exploitation d'une ligne de 21 km dans le nord du Québec, qui assurera la liaison entre une nouvelle mine de minerai de fer et Schefferville.

G&W et RailAmerica entretenaient toutes deux de bonnes relations avec le CN et le CP, ce qui continuera également à l'avenir, a ajouté M. Brault.

La transaction avec RailAmerica étant finalisée, G&W Canada restera à l'affût d'autres acquisitions ferroviaires possibles, a-t-il précisé. Ni le CN ni le CP ne cèdent des entreprises au rythme où ils le faisaient au début de la période où les ventes de CFIL ont explosé, dans les années 1990. « Toutefois, nous sommes en mode d'acquisition et nous chercherons de nouvelles occasions, a ajouté M. Brault. Les transactions devront correspondre à ce que vise G&W sur le plan financier et stratégique. Nous avons un processus très rigoureux d'évaluation des propriétés. Nos décisions sont prises de façon très disciplinée. »

G&W a versé 1,7 milliard de dollars US pour acquérir les actions de RailAmerica et refinancer 1,23 milliard de dollars de la dette existante des deux entreprises.

G&W possède et exploite des CFIL et des chemins de fer marchandises régionaux aux États-Unis, en Australie, au Canada, dans les Pays-Bas et en Belgique. L'entreprise exploite en outre la ligne ferroviaire Tarcoola-Darwin de 1 400 milles, qui relie le port de Darwin au réseau ferré interétatique australien, en Australie-Méridionale. L'exploitation de G&W regroupe actuellement 111 chemins de fer répartis en 11 régions, qui totalisent plus de 15 000 milles de voies lui appartenant ou louées par elle, ainsi que 4 500 employés et plus de 2 000 clients. L'entreprise fournit également des services ferroviaires à 35 ports en Amérique du Nord, en Australie et en Europe et des services contractuels de chargement de charbon et de manœuvre de wagons à des clients industriels.



**Following two years** of steady recovery, Canada's economy stalled in the second half of 2012 and similarly sluggish growth is expected to kick off 2013. Crises in the European Union and a shaky U.S. recovery have stymied consumer confidence and deterred business investment and hiring. These factors, combined with heavy fiscal restraint, are the primary reasons for Canadians to expect a slow economic rebound in 2013.

Critical to Canada's recovery will be the strong performance of the country's rail business. The sector performed strongly in 2012 and forecasts for the coming year have been positive. This text provides a summary of the economic year that was 2012 and expectations for the Canadian rail industry in the coming years.

# Economic Outlook 2013

## A brief summary of Canadian economic stories in 2012 and forecasts for the rail business in 2013

By Alex Paterson

## Economy 2012 Highlights

Canada's economy posted annualized growth of less than 2.0 per cent during the first half of 2012 and weak Q3 figures suggest it will grow by the same rate on the year. Below are a sample of last year's popular economic stories and a taste of what's expected in 2013.

**Après deux années** de redressement constant, l'économie canadienne a stagné au deuxième semestre de 2012, et une croissance anémique similaire devrait caractériser le début de 2013. Les crises à l'Union européenne (UE) et la reprise incertaine aux États-Unis ont émoussé la confiance des consommateurs et dissuadé les entreprises d'investir et d'embaucher. Ces facteurs, associés aux lourdes contraintes budgétaires, sont les principales raisons pour lesquelles les Canadiens peuvent s'attendre à une lente reprise économique en 2013.

La solide performance du secteur ferroviaire constituera un élément critique pour la relance au Canada. Ce secteur a enregistré d'excellents résultats en 2012 et les prévisions pour l'année en cours sont positives. Le présent document résume l'année 2012 et énonce les perspectives économiques du secteur ferroviaire canadien pour les années à venir.

# Perspectives économiques 2013

## Résumé de la conjoncture économique canadienne en 2012 et prévisions pour le secteur ferroviaire en 2013

par Alex Paterson

# Économie en 2012

## Points saillants

L'économie canadienne a affiché un taux de croissance annualisé inférieur à 2 % au cours du 1er semestre de 2012, et les résultats mitigés du TR (trimestre) 3 suggèrent une croissance similaire pour l'année. Voici un aperçu des faits économiques les plus marquants de 2012 et des prévisions pour 2013.

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## Eurozone

The economic climate in Europe didn't help things at home, as recurring crises out of the European Union affected confidence, markets and hiring in the U.S and Canada. While the worst seems to be over for the eurozone after a strong declaration by the European Central Bank that it will defend the euro by any means necessary, weak economic performance there is expected to continue well into 2013.

## Interest rates

External risks, sluggish domestic investment and a drop in exports all contributed to minimal Canadian growth in the third quarter of 2012. The Bank of Canada has maintained its 1.0 per cent policy rate since September 2010 and the central bankers have now been left to twiddle their thumbs until situations improve in the U.S., Europe and developing economies. Gradual rate increases aren't expected until at least Q1 2014.

## Zone euro

Le climat économique européen n'a pas facilité les choses de notre côté de l'Atlantique puisque les crises récurrentes à l'UE ont nui à la confiance, aux marchés et à l'embauche aux États-Unis et au Canada. Même si le pire semble passé dans la zone euro à la suite de la déclaration ferme de la Banque centrale européenne qui entend employer tous les moyens nécessaires pour soutenir sa devise, on prévoit que la piètre performance économique européenne se poursuivra en 2013.

## Taux d'intérêt

Les risques externes, la léthargie des investissements sur le marché intérieur et le recul des exportations ont tous contribué à maintenir la croissance au minimum au Canada au TR3 2012. La Banque du Canada maintient son taux directeur à 1 % depuis septembre 2010, et les dirigeants des banques centrales en sont

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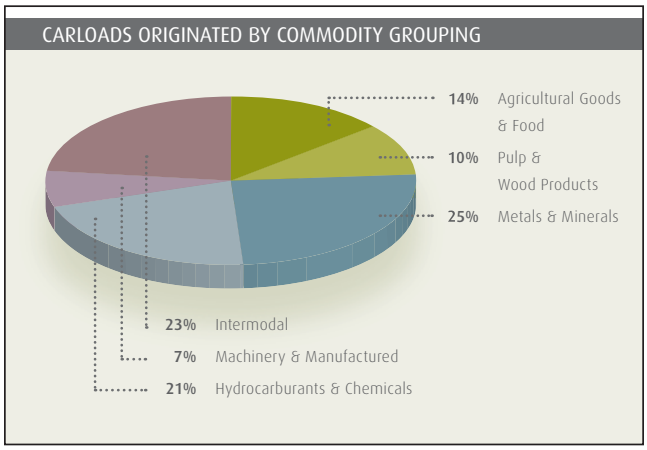


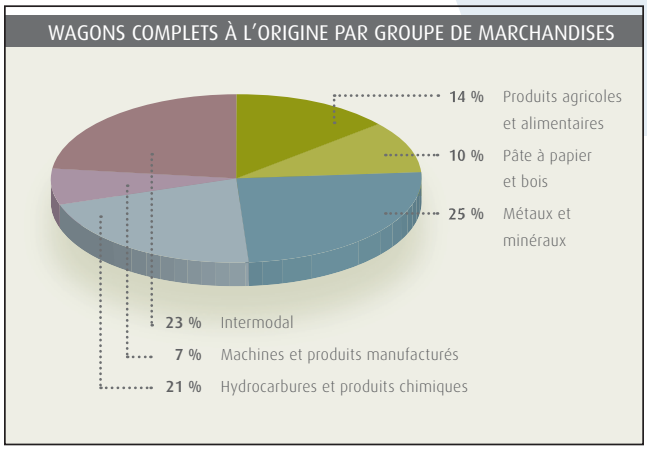


## *Sluggish exports*

Canadian exports have lagged because of weak demand for multiple goods including automobiles, industrial machinery and planes. Conversely, exports of energy products and metals are reaching all-time highs. The continued strength of these goods will largely hinge on the health of emerging markets and the U.S. economy in 2013.

## *The Canadian dollar*

The loonie traded around parity with the U.S. dollar for most of 2012. In the New Year, it is expected that commodity

réduits à se tourner les pouces jusqu'à ce que la situation s'améliore aux États-Unis, en Europe et dans les économies en développement. Il ne faut pas s'attendre à des hausses graduelles des taux avant le TR1 2014, au plus tôt.

## *Léthargie des exportations*

La croissance des exportations canadiennes a été muselée par la faiblesse de la demande visant divers biens, notamment les véhicules, la machinerie industrielle et les aéronefs. Par contre, les exportations de produits énergétiques et de métaux atteignent des niveaux record. Le maintien de

prices will remain high, interest rates in Canada will be stable throughout 2013 and foreign investors will continue to put their money in Canadian assets (depending on the U.S. economy's recovery). These factors are expected to keep Canada's dollar strong versus the greenback in 2013.

## Expectations

Favourable financial conditions bolster the case for Canada's economic recovery to pick up pace in 2013. However, historically unsustainable levels of household debt-to-income and a weakening of the Canadian housing sector have tempered growth expectations. Assuming the U.S. economy gains steam and the global situation picks up; Canada is expected to experience 1.9 – 2.1 per cent growth in 2013 and 2.3 – 2.7 per cent growth the following year.

# Rail Outlook Highlights

Canadian railways turned in a strong performance in 2012. The country's Class 1 Revenue

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la forte demande liée à ces produits tiendra en grande partie à la vigueur des marchés émergents et de l'économie américaine en 2013.

## *Le dollar canadien*

Le huard s'est maintenu autour de la parité avec le dollar américain pendant la majeure partie de 2012. On prévoit que les prix des produits de base resteront élevés, que les taux d'intérêt au Canada demeureront stables tout au long de 2013 et que les investisseurs étrangers continueront de placer leurs fonds dans des actifs canadiens (en fonction de la reprise de l'économie américaine). Ces facteurs devraient permettre au dollar canadien de rester vigoureux par rapport au billet vert en 2013.

## Prévisions

Les conditions économiques favorables augmentent les chances de voir la reprise s'accélérer en 2013. Toutefois, le niveau historique insoutenable du ratio dette-revenu des ménages et l'affaiblissement du secteur de l'habitation au Canada ont tempéré les prévisions de croissance. Dans l'hypothèse où l'économie américaine gagnera de la vigueur et l'économie mondiale se relèvera, on prévoit que l'économie canadienne croîtra à un rythme se situant entre 1,9 et 2,1 % en 2013 et entre 2,3 et 2,7 % l'année suivante.

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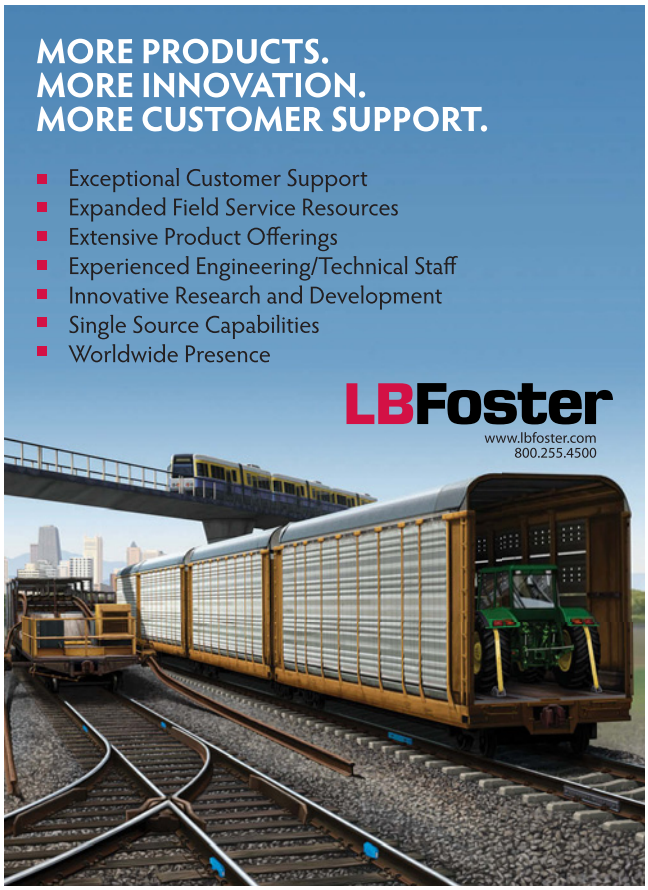
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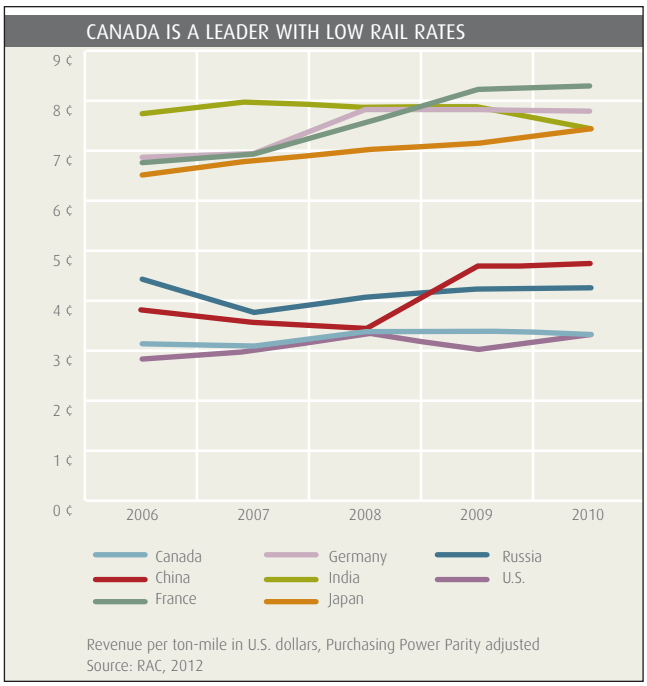
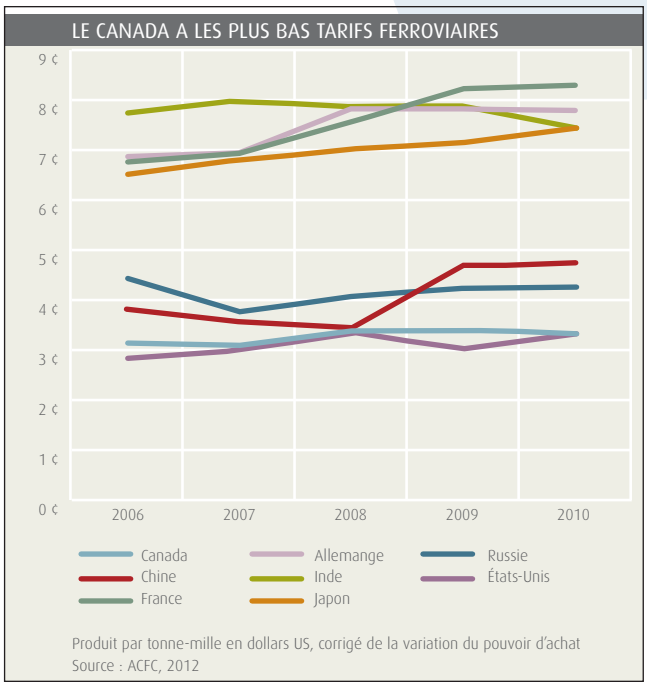



Tonne Kilometres increased 6.2 percent[1] from a year earlier and recent rail industry reports forecast another year of strong growth in 2013. Based on a cautious and moderate economic outlook, market analysts are still predicting Canada's Class1 railway success will translate to a banner year for the North American railway sector in 2013. Factors including a rebound in manufacturing, a U.S. housing market recovery, an ageing automotive fleet and a vibrant energy industry are expected to provide growth opportunities in the railroad sector and

[1] *Q4 2012 earnings reports by CN and CP.*

# Perspectives ferroviaires

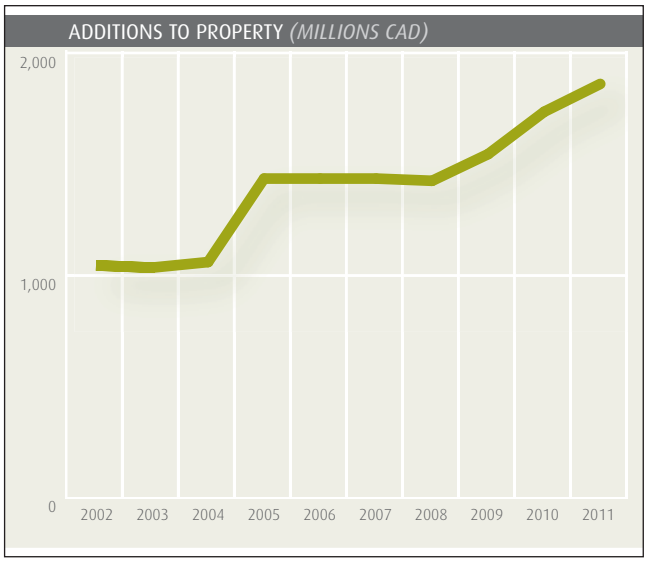
## Points saillants

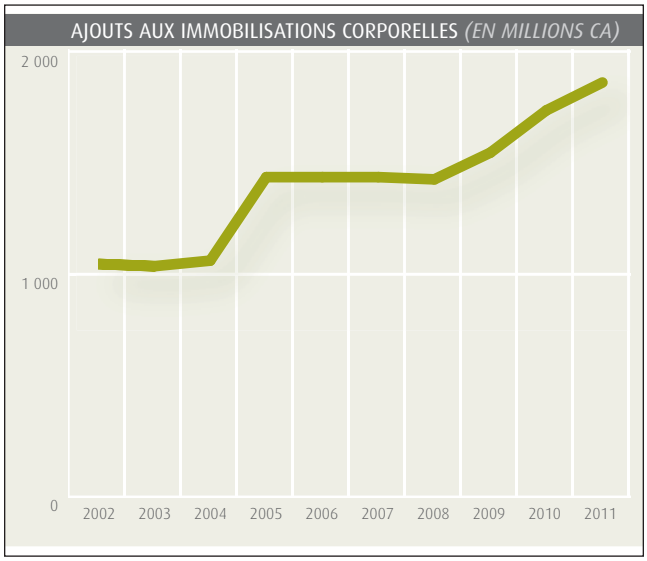
Les chemins de fer canadiens ont réalisé une excellente performance en 2012. Le nombre de tonnes-kilomètres

outweigh soft demand for some specific commodities and broader economic issues.

## Crude by rail

Shipping crude by rail has caught on as a complimentary option for energy producers to get oil out of bottlenecked pipelines and shipped to market. While planned pipeline capacity expansion in the next two years will temper some potential opportunities for railways, the trend will only be amplified by the overall resurgence of the North American energy sector. While it's no secret that pipeline has long been the preferred method of transporting energy, rail's existing network, scalability and safety record have led market analysts to predict crude by rail to grow through 2014. Both rail and pipelines boast advantages for getting crude oil to market, which is why rail will continue to supplement existing and new pipelines, not replace them.



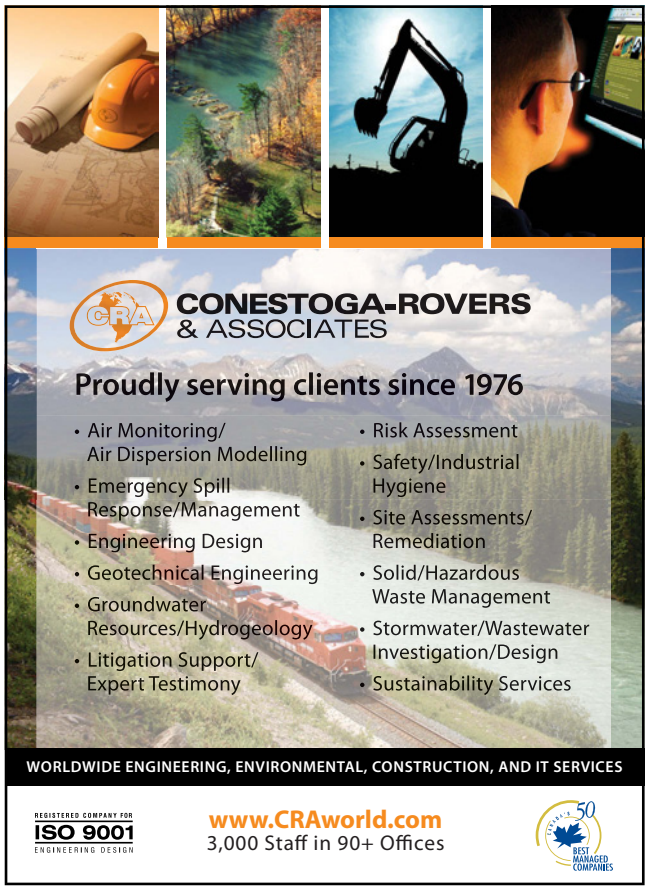


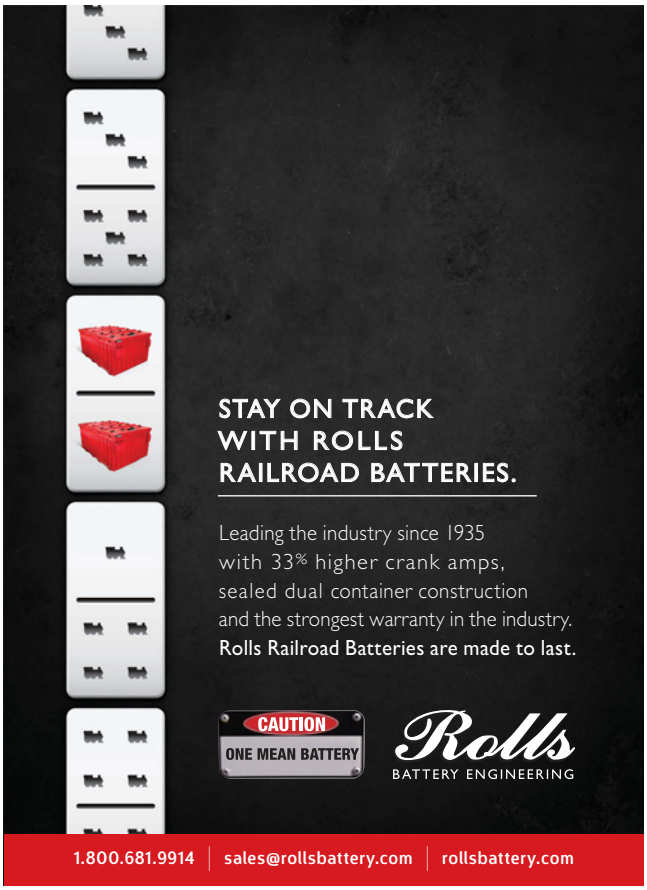

commerciales transportées par les chemins de fer de classe 1 du pays a augmenté de 6.2 %[1] par rapport à l'année précédente, et les rapports récents du secteur du rail prévoient une croissance soutenue en 2012. Les analystes de marchés prédisent, en s'appuyant sur des perspectives économiques prudentes et modérées, que les succès des chemins de fer de classe 1 se traduiront par une année exceptionnelle pour le secteur ferroviaire nord-américain. Le rebond dans le secteur des produits manufacturés, le redressement du marché de l'habitation aux États-Unis, le parc automobile vieillissant et le dynamisme du secteur énergétique sont autant d'éléments qui devraient procurer des possibilités de croissance au secteur ferroviaire et compenser la faible demande liée à certaines marchandises et les problèmes économiques plus vastes.

[1] *CN et CP : résultats du TR4 2012*

## *Transport du pétrole brut par rail*

L'expédition du pétrole brut par rail jusqu'aux marchés est devenue une option complémentaire pour les producteurs d'énergie face à l'engorgement des pipelines. Même si l'accroissement planifié de la capacité du réseau de pipelines au cours des deux prochaines années amenuise certaines occasions potentielles pour les chemins de fer, cette tendance s'accentuera en raison du regain



## Housing

For North American railways, lumber shipments are nearly 50 per cent below prior peak levels, but a sustained U.S. housing recovery could be a robust source of growth of carloads in coming years. Market players are anticipating the forest products segment to get a boost from recent positive economic indicators.

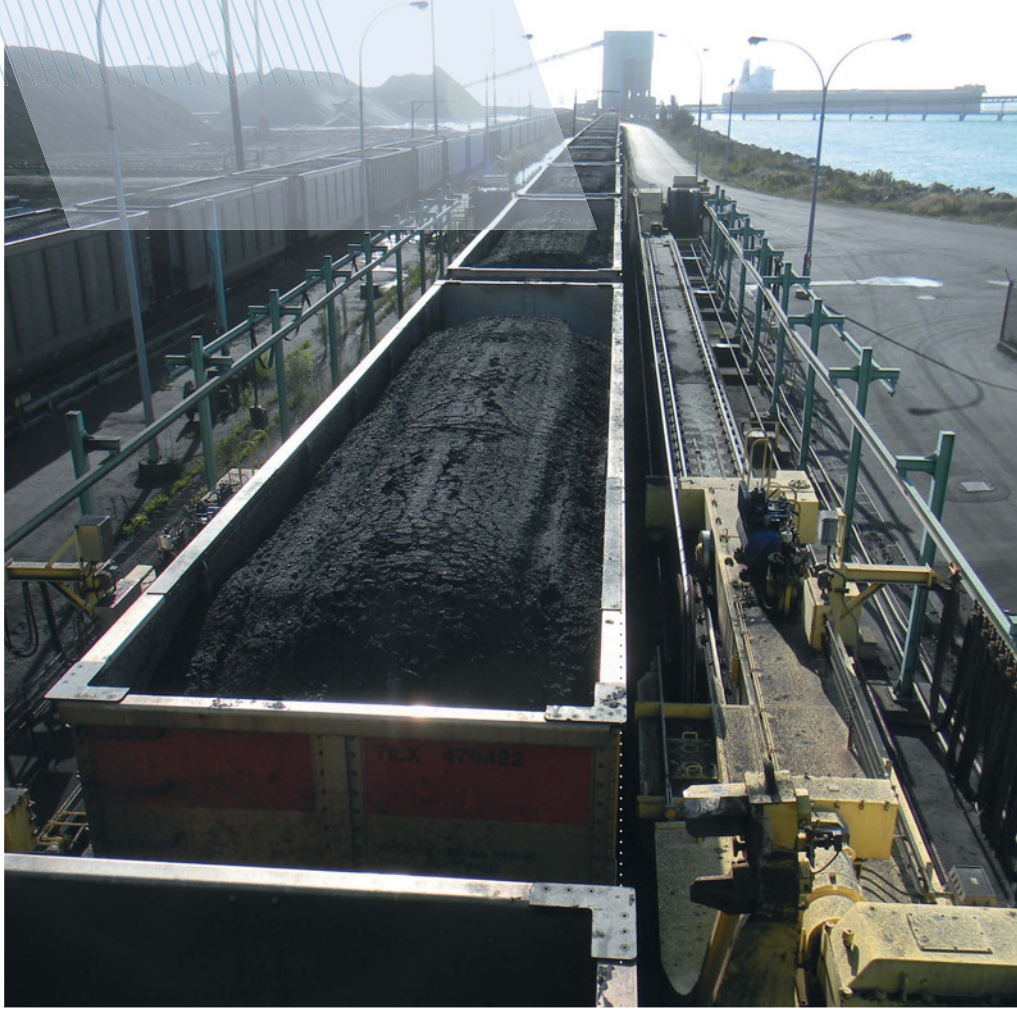
## Capital expenditures

The North American rail sector's capital expenditures as a percentage of revenues jumped to a record 18.8 per cent to $3 billion in 2012. Economists anticipate this figure to diminish slightly, but remain above the healthy 18 per cent mark as growing opportunities in the merchandise and intermodal segments keep investment high.

## Safety first

Train accidents billion gross-ton miles are well below 5- and 10-year averages for 2011 (the last year with available data). For that year, the combined provincially and federally regulated railways were able to achieve 2.41 main-track accidents

global du secteur énergétique nord-américain. Il est bien connu que les pipelines représentent le mode de transport privilégié pour les produits énergétiques, mais certains analystes de marchés prévoient une augmentation du transport du pétrole brut par rail jusqu'à la fin de 2014, en raison du réseau existant, de l'évolutivité et de la fiche de sécurité du secteur ferroviaire. Le rail et les pipelines ont chacun leurs avantages. Le premier continuera à offrir un service complémentaire aux pipelines existants et nouveaux, sans pour autant les remplacer.



## Habitation

Pour les chemins de fer nord-américains, les envois de bois d'œuvre se situent à presque 50 % des sommets atteints précédemment; toutefois, une reprise soutenue dans le secteur de l'habitation aux États-Unis pourrait constituer une source robuste de croissance du nombre de wagons complets au cours des prochaines années. Les acteurs du marché prévoient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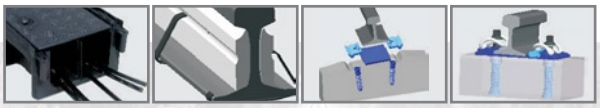

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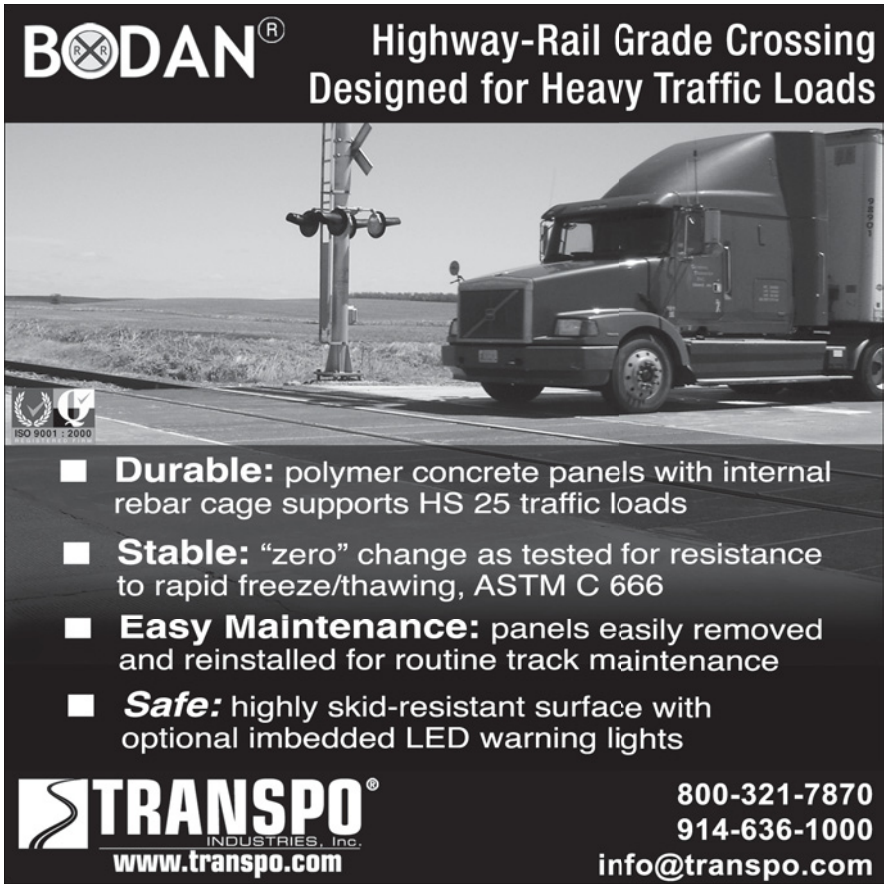


*continued from page 58*

per billion gross-ton miles, better than the respective 5- and 10-year averages of 3.04 and 3.57 accidents per BGTM. Improved incident rates will lead to more positive operating margins as the industry continues to invest to enhance safety.

**The data in this publication is derived from a number of sources including financial institutional research, reports, and other publications, government sources and RAC member data. For immediate inquiries, please contact the RAC directly.*

**Any questions or comments can be directed to: Alex Paterson, Communications Specialist, RAC, phone: (613) 564-8111, email: alexp@railcan.ca*

*suite de la page 59*

que les récents indicateurs économiques positifs stimuleront le segment des produits forestiers.

## Dépenses en immobilisations

Dans le secteur ferroviaire nord-américain, les dépenses en immobilisations exprimées en pourcentage des produits d'exploitation ont bondi au niveau record de 18,8 % pour s'établir à 3 milliards de dollars en 2012. Les économistes prévoient que ce chiffre diminuera légèrement, mais demeurera néanmoins au-dessus de la robuste marque du 18 % puisque l'accroissement des possibilités dans les segments des marchandises et de l'intermodal maintiennent les investissements à un niveau élevé.

## La sécurité avant tout

Le taux d'accidents de trains par milliard de tonnes-milles brutes (MTMB) a été bien inférieur aux moyennes sur cinq et dix ans en 2011 (dernière année pour laquelle des données sont disponibles). Les chemins de fer sous réglementation provinciale et fédérale ont enregistré un taux combiné de 2,41 accidents en voie principale par MTMB, comparativement aux moyennes respectives de 3,04 et 3,57 par MTMB sur cinq et dix ans. Les taux d'incidents améliorés donneront lieu à des marges d'exploitation plus positives puisque le secteur continue à investir afin de rehausser la sécurité.

L'économie canadienne a affiché un taux de croissance annualisé inférieur à 2 % au cours du 1er semestre de 2012, et les résultats mitigés du TR3 suggèrent une croissance similaire pour l'année. Voici un aperçu des faits économiques les plus marquants de 2012 et des prévisions pour 2013.

**Les données de la présente publication sont tirées de différentes sources, notamment des recherches, rapports et autres publications d'institutions financières, de sources gouvernementales et de données provenant des membres de l'ACFC. Pour toute demande de renseignements immédiate, veuillez communiquer directement avec l'ACFC.*

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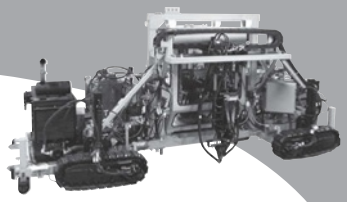

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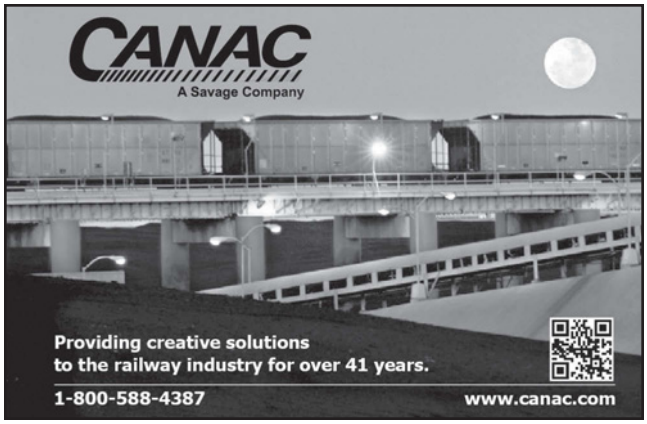

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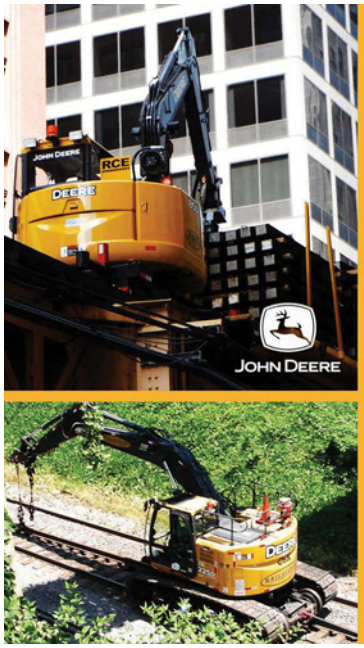


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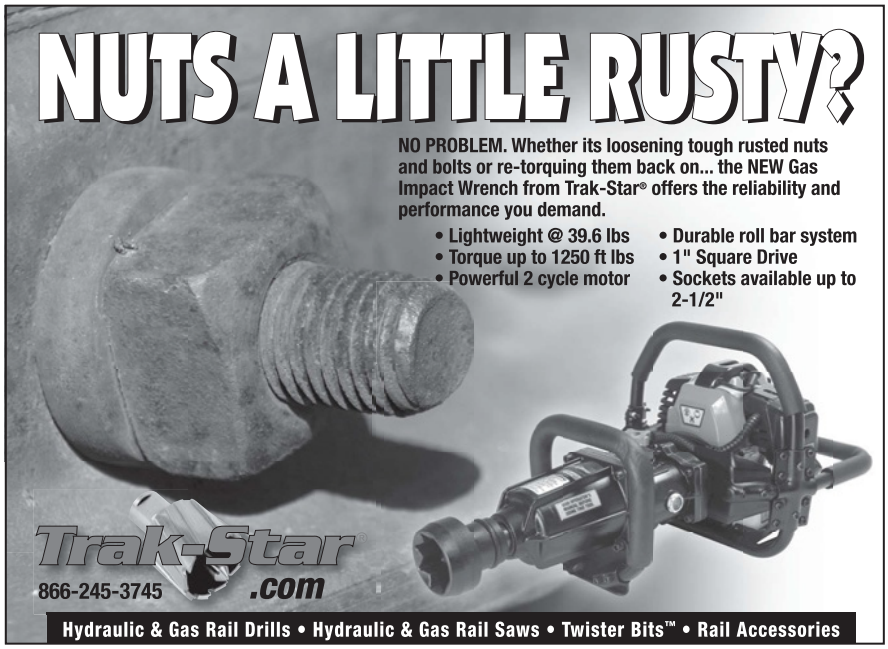


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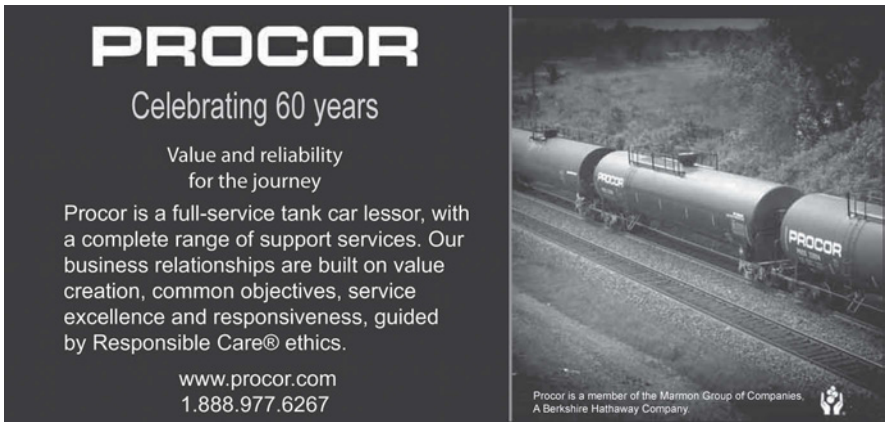

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