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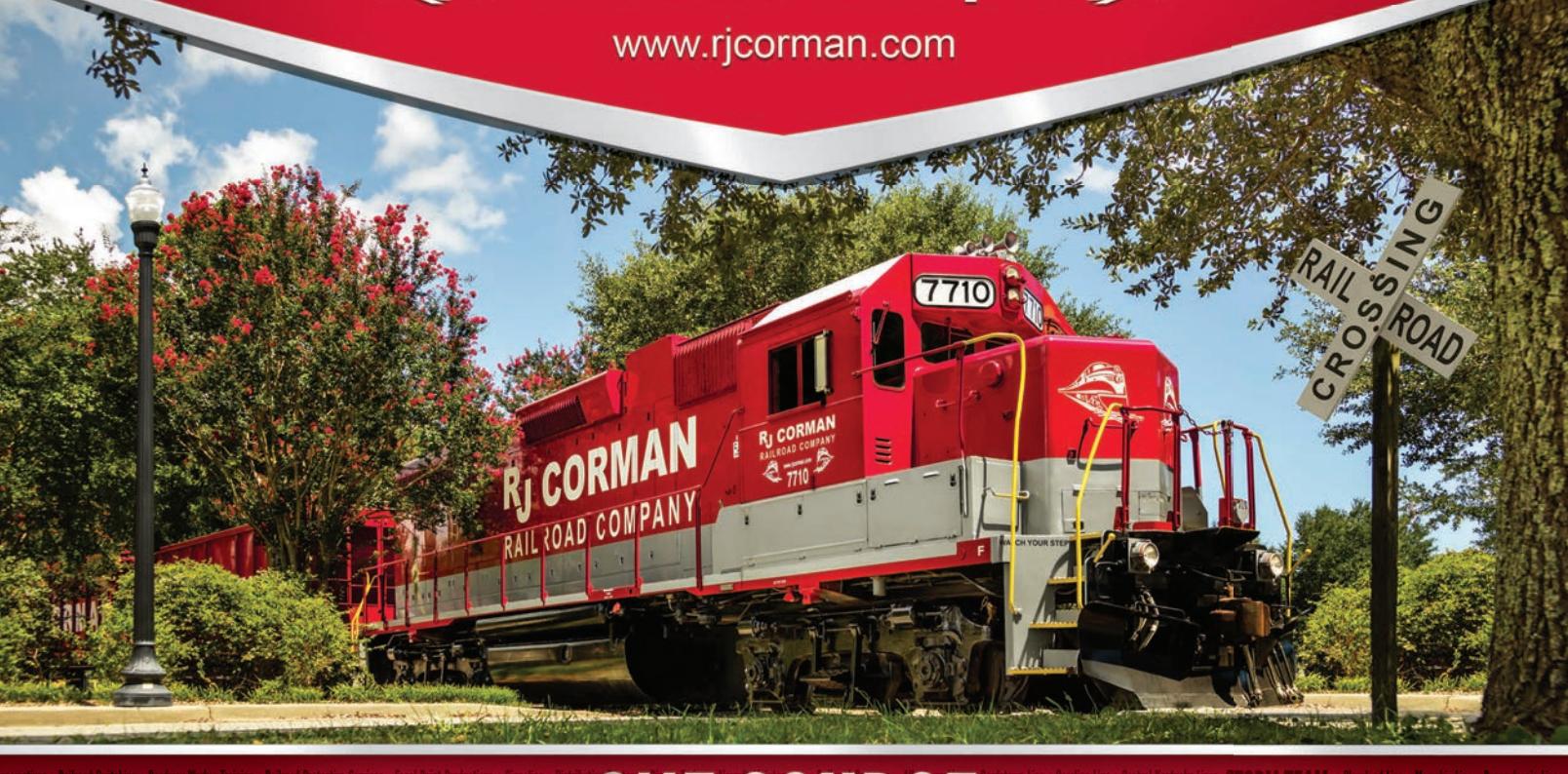
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of Canada Association des che
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By/Par Michael Bourque

RAC 100 and the next spike

Le 100^{ème} anniversaire de l'ACFC et le prochain crampon

PHOTO: CANADA, DEPT. OF NATIONAL DEFENCE/LIBRARY AND ARCHIVES CANADA



Canadian Railway Troops unloading a new narrow gauge engine. Vimy Front. 1917.



PHOTO: CANADA, DEPT. OF NATIONAL DEFENCE/LIBRARY AND ARCHIVES CANADA

This year marks the 100th anniversary of the Railway Association of Canada.

Prior to 1917, Canada's railway industry worked collaboratively for a common cause, predominantly the war effort. The Canadian Pacific Railway (CPR), for example, was a tremendous supporter of the military, providing equipment, lodging, personnel and financing. By 1917, the Third Battalion, Canadian Railway Troops, made up largely from employees of the CPR, began building a railway in France to supply the army with needed materiel. Logistics wins wars and it is because of the efficient and timely deployment of rail that Canadian troops were able to capture Vimy Ridge in April of 1917.

L'Association des chemins de fer du Canada célèbre cette année son 100e anniversaire. Avant 1917, l'industrie ferroviaire du Canada collaborait toute entière à une cause commune, à savoir l'effort de guerre. Le Canadien Pacifique (CP), par exemple, a été un énorme auxiliaire des forces armées, fournissant du matériel, de l'hébergement, du personnel et du financement. En 1917, le troisième bataillon, appelé Troupes ferroviaires canadiennes et composé en grande partie d'employés du CP, a commencé à construire un chemin de fer en France. La logistique est le nerf de la guerre et c'est grâce à ce chemin de fer que les troupes



"As we mark the 100th anniversary of the collaboration between railways in Canada, it is the legacy of these brave railroaders, who brought their expertise to this great cause on behalf of their country, which gives us pause and makes us proud to represent Canada's railways today."

Roughly six months later, representatives from Canada's railways met in Montreal to create a national volunteer board – originally called the Canadian Association for National Defence and, subsequently, the Canadian Railway War Board – to coordinate industrial activities related to the war. Because the group was so successful in advancing the interests of railways in Canada, it continued its work beyond the war effort. The Canadian Railway War Board was dissolved and reborn as the Railway Association of



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“Alors que nous célébrons le 100e anniversaire de la collaboration entre les chemins de fer du Canada, c'est l'héritage de ces cheminots courageux, qui ont apporté leur expertise à cette grande cause au nom de leur pays, qui nous rend fiers de représenter les chemins de fer du Canada aujourd'hui.”

canadiennes ont réussi à capturer la crête de Vimy en avril 1917.

Six mois plus tard, des représentants des chemins de fer se sont réunis à Montréal pour créer l'Association canadienne pour la Défense nationale et, par la suite, le Conseil canadien des chemins de fer en temps de guerre. Compte tenu de son succès à faire avancer les intérêts des chemins de fer, le groupe a poursuivi ses travaux après la guerre. La dissolution du Conseil

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Canada. It was also around this time that the federal government created Canadian National Railways, now CN.

During this period, rail was the primary mode of transportation for people. Just as troops and their equipment were carried across Canada and loaded onto ships, politicians and the monarchy travelled by rail across the country to meet citizens and give speeches.

Every Canadian has an idea of the link between the creation of the country and the construction of a coast-to-coast railway network. But few are aware of railway troops' tremendous commitment and sacrifice towards the success of our war effort.

As we mark the 100th anniversary of the collaboration between railways in Canada, it is the legacy of these brave railroaders, who brought their expertise to this great cause on behalf of their country, which gives us pause and makes us proud to represent Canada's railways today. ■



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canadien des chemins de fer en temps de guerre a donné naissance à l'Association des chemins de fer du Canada. C'est aussi à cette époque que le gouvernement fédéral a créé les Chemins de fer nationaux du Canada, devenus le CN.

Le rail était alors le principal mode de transport de passagers. Tout comme les troupes et leur équipement étaient transportés à travers le Canada et chargés sur les navires, les politiciens et la monarchie parcourraient le pays par chemin de fer à pour rencontrer les citoyens.

Chaque Canadien a une idée du lien entre la création du pays et la construction d'un réseau ferroviaire d'un océan à l'autre, mais peu sont conscients du sacrifice des troupes ferroviaires.

Alors que nous célébrons le 100e anniversaire de la collaboration entre les chemins de fer du Canada, c'est l'héritage de ces cheminots courageux, qui ont apporté leur expertise à cette grande cause au nom de leur pays, qui nous rend fiers de représenter les chemins de fer du Canada aujourd'hui. ■

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The history of the Railway Association of Canada

How Canada's railway industry association evolved into the organization it is today.

L'histoire de l'Association des chemins de fer du Canada

Ses origines, son évolution.

By/Par Sarah B. Hood

The Railway Association of Canada has spent a century advocating on behalf of the country's railway industry, but over the years its role—and even its name—has changed several times.

It was originally created by Canadian Pacific, Canadian Northern, Grand Trunk Pacific and Canadian Government Railways on Oct. 23, 1917 as a national volunteer board called the Canadian Railway Association for National Defence to "render the most efficient possible service to the national cause."

"The RAC has been active over the last 100 years aiding Canada's railways to develop the extensive and efficient rail network that exists today," says Stephen Cheasley, president of the Canadian Railroad Historical Association, and owner and operator of Exporail, Canada's Railway Museum. "All Canadians can be proud of our railways and the important role they play in Canada's transportation system."

In the very beginning, the association was set up to coordinate the use of rail cars and track by the country's railways, which were facing car shortages due to the demand for goods shipments and troop transportation imposed by World War I. The organization's inaugural meeting was held in the CP boardroom at Montreal's Windsor Station.

The group's role soon broadened, and the name was changed to the Canadian



The inaugural meeting of the Canadian Railway War Board, the predecessor of the Railway Association of Canada, was held in the CPR boardroom at Windsor Station, Montreal.

Photo: CP

La réunion inaugurale du Conseil canadien des chemins de fer en temps de guerre, ancêtre de l'Association des chemins de fer du Canada, a eu lieu dans la salle du conseil du CFCP, à la gare Windsor de Montréal.



Stephen Cheasley

L'Association des chemins de fer du Canada représente le secteur ferroviaire depuis un siècle, mais plusieurs changements de rôle et de nom ont marqué cette période.

Elle est créée le 23 octobre 1917, à titre de conseil national bénévole, par le Canadien Pacifique, Canadian Northern, Grand Trunk Pacific et la Compagnie des chemins de fer nationaux du Canada. Baptisée Association des chemins de fer du Canada pour la défense nationale, elle doit « rendre le service le plus efficace possible pour la cause nationale ».

« L'ACFC aide les sociétés canadiennes à développer le réseau de chemins de fer depuis cent ans », raconte Stephen Cheasley, président de l'Association canadienne d'histoire ferroviaire et propriétaire du musée ferroviaire Exporail. « Les Canadiens peuvent être fiers de leurs chemins de fer et du rôle qu'ils tiennent dans les transports au pays. »

Au début, l'association a pour mandat de coordonner l'utilisation des wagons et des rails par les chemins de fer. En pleine Première Guerre mondiale, on manque de wagons, ceux-ci servant au transport de troupes et de marchandises militaires. La réunion inaugurale se déroule dans la salle du conseil du CFCP, à la gare Windsor de Montréal.

Rapidement, le groupe devient le Conseil canadien des chemins de fer en

Railway War Board, as it added oversight of working conditions and wages across the entire industry labour force to its mandate. For a time, North American railways adopted a single standard pay scale, after Division 4, the Railway Employees' Department of the American Federation of Labor, was formed in February 1918, uniting Canadian and U.S. employees. They immediately demanded a North America-wide wage standard.

In May of that year, William McAdoo of the U.S. Railroad Administration granted a pay increase to U.S. rail workers that became known as the McAdoo Award. Nonetheless, both U.S. and Canadian workers continued to agitate for higher pay and other demands, threatening to strike. In July, the Canadian Railway War Board arrived at a compromise of sorts by raising pay and other considerations to match the U.S., while also permitting railways to raise freight rates.

In August 1918, the Canadian Railway Board of Adjustment was created to oversee further labour discussions. It was to be comprised of six representatives of

"I do not believe that there is one single activity in Canada, throughout the war, that was more appreciated by the government and by the people of Canada than the activities of the transportation companies and the Canadian Railway War Board."

-E.W. Beatty

temps de guerre et son rôle s'élargit pour inclure la supervision des conditions de travail et des salaires de la main-d'œuvre du secteur. Pendant un certain temps, tous les chemins de fer nord-américains ont la même échelle salariale, résultat de la formation, en février 1918, de la 4e division de la Fédération américaine du travail, le département des employés de chemin de fer, qui représentait les employés canadiens et américains.

En mai 1918, William McAdoo de l'U.S. Railroad Administration accorde une augmentation de salaire aux travailleurs ferroviaires des États-Unis, ce qui ne freine pas les ardeurs des travailleurs canadiens et américains qui continuent de réclamer d'autres gains, menaçant de débrayer. En juillet, le Conseil canadien des chemins de fer en temps de guerre obtient un compromis en hissant les salaires au niveau américain et en permettant aux chemins de fer de majorer le tarif du fret.

En août 1918, on crée la Commission de redressement des chemins de fer canadiens pour superviser les négociations syndicales. Celle-ci se compose de six représentants des chemins de fer nommés par le Conseil et de six représentants syndicaux. Les chemins de fer concernés sont : Canadian National; Canadian Pacific; Dominion Atlantic Railway; Edmonton, Dunvegan and British Columbia Railway; Esquimalt and Nanaimo Railway; Grand Tronc; Grand Trunk Pacific Railway; New

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the railways appointed by the Canadian Railway War Board and six from the affected unions. The railways involved at the time were Canadian National Railway; Canadian Pacific Railway; Dominion Atlantic Railway; Edmonton, Dunvegan and British Columbia Railway; Esquimalt and Nanaimo Railway; Grand Trunk Railway; Grand Trunk Pacific Railway; New Brunswick Coal & Railway Company; Quebec Central Railway; Temiskaming and Northern Ontario Railway, and the Toronto, Hamilton and Buffalo Railway.

An article published in *The Toronto World* on Oct. 1, 1918 records that “stenographers, clerks, office boys, messengers, watchmen, section-men and others in the employ of Canadian railroads were granted an increase in wages amounting to more than \$22 million a year..” Other job improvements, such as a maximum eight-hour day and overtime rates, were also brought into effect. Nonetheless, difficult labour negotiations continued into peacetime.

On Dec. 1, 1919, with the war at an end, the Canadian Railway War Board became the Railway Association of Canada. E.W. Beatty, president of Canadian Pacific Railway at the time, stated, “I do not believe that there is one single activity in Canada, throughout the war, that was more appreciated by the government and by the people of Canada than the activities of the transportation companies and the Canadian Railway War Board.”

Labour negotiations continued to be a big concern for several years, but the work of the Canadian Railway Board of Adjustment, still partly co-ordinated through RAC, was

Brunswick Coal & Railway Company; Québec Central; Temiskaming and Northern Ontario Railway; et Toronto, Hamilton and Buffalo Railway.

Le 1er octobre 1918, le *Toronto World* rapporte que « les sténographes, les commis, les garçons de bureau, les messagers, les surveillants, les réparateurs de voie et d'autres employés des chemins de fer canadiens ont obtenu des augmentations de salaire totalisant plus de 22 millions de dollars par année ». Ces employés obtiennent aussi la journée de huit heures et les heures supplémentaires. Néanmoins, les négociations demeureront houleuses en temps de paix.

Le 1er décembre 1919, la guerre étant terminée, le Conseil canadien des chemins de fer en temps de guerre est rebaptisé Association des chemins de fer du Canada. Le président du Canadien Pacifique à l'époque, E.W. Beatty, déclare : « Je ne crois pas qu'il y ait une seule autre activité que le gouvernement et la population du Canada aient préférée, pendant la guerre, aux activités des sociétés de transport et du Conseil canadien des chemins de fer en temps de guerre. »

« Je ne crois pas qu'il y ait une seule autre activité que le gouvernement et la population du Canada aient préférée, pendant la guerre, aux activités des sociétés de transport et du Conseil canadien des chemins de fer en temps de guerre. » -E.W. Beatty

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successful. When U.S. workers finally voted to enter into a protracted strike in mid-1922, Canadians stayed on the job.

The role of the association would continue to change over time. "After the Second World War, the landscape was really changing," says Bob Ballantyne, former RAC president and current head of the Freight Management Association of Canada. "Going from steam power to diesel power was a very significant change, [as were] the rise of trucking, commercial aviation and the building of highways across the country. The RAC began to be more active in government relations and lobbying."

"One thing that was quite effective was the work that was done in the 1970s and '80s to end the fact that all railway rates were regulated and to allow some rates to be established on a commercial basis," he says. "There was certainly lobbying to convince the government that, with the rise of trucking and the decline of passenger service, it was time to look at the regulatory restraints, and even the ability to abandon

"RAC has worked with both railways and governments to adapt to the many changes brought to Canada's railways. I expect they will continue this important role well into the future."

—Stephen Cheasley

Les négociations syndicales demeurent très problématiques pendant plusieurs années, mais les efforts de la Commission de redressement, toujours partiellement sous l'égide de l'ACFC, donnent des fruits. Quand les travailleurs américains déclenchent une longue grève en 1922, les Canadiens demeurent au travail.

Le rôle de l'association continue de se transformer au fil des ans. « Les choses ont vraiment changé après la Seconde Guerre mondiale, explique Bob Ballantyne, ex-président de l'ACFC et actuel président de l'Association canadienne de gestion du fret. La transition de la vapeur au diésel était significative, tout comme l'essor du camionnage et de l'aviation commerciale et le développement du réseau autoroutier. L'ACFC s'est donc investie plus activement dans les relations gouvernementales et le lobbyisme. »

« Les efforts déployés dans les années 70 et 80 ont permis de mettre fin à la réglementation des tarifs ferroviaires pour qu'on puisse fixer certains tarifs selon des critères commerciaux, poursuit-il. Il a fallu convaincre le gouvernement de revoir le cadre réglementaire.

« L'ACFC a œuvré auprès des chemins de fer et des gouvernements pour que tous s'adaptent au changement. Je m'attends à ce qu'elle continue à assumer ce rôle pendant longtemps. »

—Stephen Cheasley

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branchlines or close wayside stations when there was no longer any need for them without having to go to the government first."

"When I joined the RAC in 1998, we were still in Montreal, and it was a very small outfit," says Mike Lowenger, who recently retired following a 40-plus-year career in the railway industry, including close 20 years with RAC. "When Paul Tellier was the president of CN, he decided he wanted the RAC to play more of a role in lobbying and economic research, so he directed the organization to move their operations to Ottawa in 2000, and we absorbed several CN and CP people who were in Ottawa."

When the association moved to Ottawa, its role expanded beyond advocacy. "In 1999, we created a new group within the RAC, the Dangerous Goods Team, which has become a very important team," says Lowenger.

"They have been very helpful, not only to our smaller members who don't have that kind of expertise, but also to communities. They are one of the most impactful creations within the RAC. We still have some of the original team; that's something I'm very proud of."

The past century has seen enormous change in the railway industry, says Cheasley.

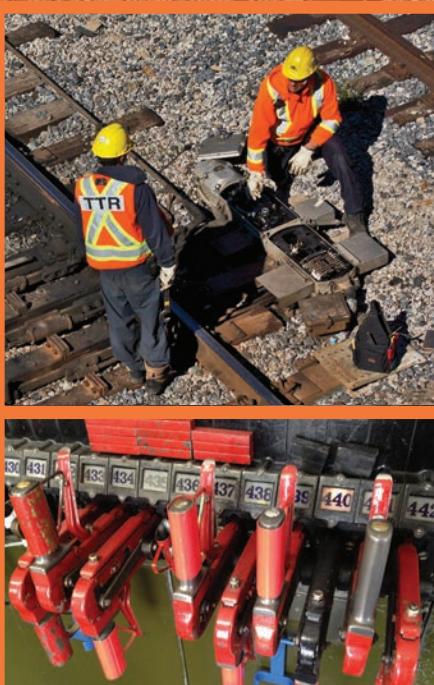
"Through it all, the RAC has worked with both railways and governments to adapt to the many changes brought to Canada's railways. I expect it will continue this important role well into the future." ■

Avec l'essor du camionnage et la baisse du nombre de voyageurs, les entreprises avaient besoin de pouvoir abandonner des lignes secondaires et fermer les gares inutilisées sans devoir d'abord obtenir l'aval du gouvernement. »

« À mon arrivée en 1998, l'ACFC était encore à Montréal et c'était une très petite association, se souvient Mike Lowenger, jeune retraité au terme de plus de 40 ans dans le chemin de fer, dont près de 20 ans à l'ACFC. Alors qu'il était président du CN, Paul Tellier a décidé que l'association devait faire plus de lobbyisme et de recherche économique. Il l'a donc encouragé à déménager à Ottawa en 2000. Nous avons alors absorbé plusieurs personnes du CN et du CP qui vivaient à Ottawa. »

Ce déménagement permet d'élargir le rôle de l'ACFC au-delà de la représentation. « En 1999, précise M. Lowenger, nous avons formé l'équipe des matières dangereuses, qui est devenue très utile à nos membres de petite taille, qui ne possèdent pas ce genre d'expertise, mais aussi aux collectivités. Cette équipe est l'une des créations les plus marquantes de l'ACFC. Certains membres y sont depuis le début. J'en suis très fier. »

Le secteur ferroviaire a changé énormément en un siècle, souligne M. Cheasley, « et l'ACFC a œuvré auprès des chemins de fer et des gouvernements pour que tous s'adaptent au changement. Je m'attends à ce qu'elle continue à assumer ce rôle pendant longtemps. » ■



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The next 100 years

As the Railway Association of Canada celebrates its centennial, three experts share their insights about what the next 100 years could look like for Canada's railway industry in terms of sustainability, supply chain competitiveness and safety.

By Bev Cline

Sustainability

When we think about how we operate a society more efficiently in terms of mobility of labour, people, capital, materials and equipment, we're going to need more passenger and freight rail, says Bob Oliver, CEO of Toronto-based consultancy Tech-K.O. and former executive director of environmental NGO Pollution Probe.

Looking ahead, one of the new technologies emerging in a commercial sense, as opposed to a university lab, is hydrogen fuel cell powered rail, says Oliver. He points to Germany, for example, where they are introducing this technology into their regional passenger rail network.

Oliver says Canada is already playing "a catalyzing role" in Germany's rail system because the hydrogen fuel cells that are going into service on those trains are being built in Ontario.

"This is a good news economic story as well as a good news low-carbon emissions story," says Oliver. "We have to look for opportunities to deploy this technology here in Canada, so we become both a supplier and a user of it."

Technology that can extract more capacity and efficiency from the existing infrastructure goes straight to the sustainability bottom line, says Oliver. One example of this, he says, is the concept of autonomous or self-guided rail cars.

"If we could envision a way to decouple the cars comprising a train so they can seamlessly detach and take spurs to go to specific destinations while other cars continue to go forward, that would vastly improve the capacity of the existing rail system to carry more people and more goods," he says.

This would require thought "as to how to align a new regulatory framework in Canada that would permit this new type of operation because rail systems are regulated first and foremost for safety and are highly prescriptive."

Looking ahead, one challenge to continuing to build a rail system in Canada that is characterized by its high capacity, high reliability and high accessibility, is that Canada currently lacks a center of innovation on rail, says Oliver.

"If we are to achieve grand visions of the future rail sector it might begin with establishing a properly-funded research/development/testing and evaluation center."



Les prochains 100 ans

À l'occasion du 100e anniversaire de l'Association des chemins de fer du Canada, trois experts partagent leurs réflexions sur ce que le prochain siècle réserve à la viabilité, à la compétitivité de la chaîne d'approvisionnement et à la sécurité du secteur ferroviaire.

Par Bev Cline



Viabilité

Étant donné que l'accroissement de l'efficacité d'une société passe par la mobilité de la main-d'œuvre, des gens, du capital, des matières et des équipements, nous aurons besoin de plus de transport ferroviaire, autant pour le fret que pour les passagers, selon Bob Oliver, directeur du cabinet-conseil Tech-K.O. et ex-directeur de l'ONG environnementale Pollution Probe.

La prochaine technologie qui émergera d'un point de vue commercial (plutôt qu'universitaire), c'est la locomotive à pile à hydrogène, ajoute-t-il en pointant l'Allemagne qui l'intègre déjà à son réseau ferroviaire voyageur.

Selon M. Oliver, le Canada tient déjà un rôle de « catalyseur » dans le réseau allemand, puisque les piles à hydrogène de ses trains sont fabriquées en Ontario : « C'est une bonne nouvelle pour l'économie et pour les émissions de gaz à effet de serre. Trouvons maintenant des occasions pour déployer cette technologie chez nous, question de devenir à la fois fournisseur et utilisateur de cette technologie. »

La technologie qui peut tirer le meilleur parti de la capacité et de l'efficacité de l'infrastructure en place est la plus utile à la viabilité du secteur, explique M. Oliver, en se tournant vers l'exemple du wagon autonome ou autoguidé : « Si on trouve un moyen de découpler les wagons d'un train, de sorte que ceux-ci puissent se détacher et prendre un embranchement pour se rendre à un endroit donné, tout en laissant les autres wagons poursuivre leur route, on améliorera grandement la capacité de transport du réseau actuel. »

Pour cela, il faudra penser à « un nouveau cadre réglementaire qui permettrait ce type d'opération, parce que la réglementation des réseaux ferroviaires vise la sécurité d'abord et avant tout, poursuit-il ; elle est très directive. »

Selon M. Oliver, l'absence d'un centre d'innovation ferroviaire au Canada constitue un obstacle à la capacité, la fiabilité et l'accessibilité d'un réseau ferroviaire : « Pour accomplir de grandes choses pour l'avenir du secteur, il faudrait commencer par se doter d'un centre de recherche, de développement, d'essai et d'évaluation assorti d'un budget adéquat. »

Même si les chemins de fer innovent et qu'il se fait déjà de la recherche sectorielle et universitaire, « il nous



While railways are highly innovative, and while both industry and academia conduct valuable research, he envisions “a concerted dedication that focuses on bringing innovation into the marketplace.”

Supply chain competitiveness

Malcolm Cairns, a railway consultant whose specialty is freight, also sees a demand for more rail. “The demographics of North America are changing; it’s growing in terms of population and shifting in location, as more and more people choose to live in cities,” he says.

Cairns, a retired director of business research at CP Rail, sees technological changes that have the potential to alter portions of the supply chain and hence, freight railroading. Certainly, Cairns doesn’t think globalization as a concept will diminish. In fact, he says, “that train has already left the station.” But he does envision a future where manufacturing, as was the case for centuries, may be more localized.

As an example, he says, consider the effect of 3D printing on the manufacturing sector and therefore, its potential change in the use of intermodal rail. “Look at how militaries around the world are beginning to manufacture spare parts locally. Making parts on the front line rather than having to bring them from the rear is an example of a completely

changed supply chain,” he says. While 3D printing is certainly a new technology, he says, it’s also a shift in mindset in terms of logistics.

Cairns thinks another innovation may well be driverless locomotives. Yet as to their speed, the focus remains on the potential evolution of passenger travel – think Elon Musk, says Cairns, and the Hyperloop hurtling at a mind-boggling potential 700 mph speed. Still, Cairns asks with a chuckle in his voice, “Do we really want or need grain to be transported at breakneck speed?”

Safety

In terms of rail safety, what’s going to be important for the railways is to continue to grow their *cultures* of safety and of innovation, says Paul Miller, Adjunct Professor at the Canadian Rail Research Laboratory at the University of Alberta. The salient question, says Miller, “is how can we think about these concepts, to push forward the boundaries of what is important to railroading, which of course is safety, service, reliability, productivity, and asset utilization.”

Miller sees a more collaborative approach to safety and innovation, where railways, suppliers, customers, and academe engage in what he refers to as “innovation writ large.” A key component is data science and the sharing



manque un effort concerté visant à pousser cette innovation sur le marché ».

Compétitivité de la chaîne d'approvisionnement

Malcolm Cairns, consultant ferroviaire spécialisé en fret, envisage aussi une hausse de la demande. « La démographie nord-américaine change, dit-il. La population augmente et elle se déplace ; de plus en plus de gens choisissent de vivre en ville. »

Ex-directeur de la recherche commerciale au CFCP, M. Cairns constate la présence d'évolutions technologiques susceptibles de transformer des segments de la chaîne d'approvisionnement et, conséquemment, du transport de fret. Il ne s'attend pas à ce que le concept de mondialisation cède du terrain, même que « ce train a déjà quitté la gare », lance-t-il. Par contre, il anticipe un avenir où l'activité manufacturière sera plus localisée.

Prenons l'effet de l'impression 3D sur le secteur manufacturier et ses ramifications pour les wagons intermodaux : « Partout dans le monde, explique-t-il, les militaires commencent à fabriquer des pièces de rechange au front, au lieu de les faire venir de l'arrière. Voilà un bon exemple d'une chaîne complètement transformée. » En plus d'être une nouvelle technologie,

ajoute-t-il, l'impression 3D représente un changement de mentalité.

M. Cairns voit en la locomotive sans pilote la prochaine innovation. Quant à la vitesse des trains, l'évolution se concentre sur le transport des passagers. Pensez à Elon Musk et son Hyperloop qui attendrait une vitesse ahurissante de 1100 km/h, avance-t-il, avant d'ajouter : « Avons-nous vraiment besoin de transporter des céréales à une telle vitesse ? »

Sécurité

Du côté de la sécurité ferroviaire, l'important, selon Paul Miller, professeur auxiliaire au Canadian Rail Research Laboratory de l'Université de l'Alberta, ce sera que les chemins de fer continuent à enrichir leur culture de sécurité et d'innovation. « Voici la question fondamentale, dit-il : comment pouvons-nous réfléchir à ces concepts pour repousser les limites de ce qui est important pour le secteur, c'est-à-dire la sécurité, le service, la fiabilité, le rendement et l'utilisation des actifs. »

M. Miller s'attend à plus de collaboration en matière de sécurité et d'innovation, chemins de fer, fournisseurs, consommateurs et milieu universitaire interagissant dans « l'innovation dans son ensemble ». Les données

of information. "How do we go from data, to information, to knowledge, to insight, to true wisdom, and build on that trajectory," Miller asks.

Canada's Class 1 railways are well underway in this regard, he says, but there's much more opportunity as these techniques improve, and organizations start to bring together massive synchronized data sets to look for patterns.

"Traditionally, this kind of rail data has been considered primarily in silos."

These days, there's increasing integration of information, says Miller, who expects momentum in this area to build. For example, "data about bearings is starting to be integrated with that of car maintenance history, and with air brake problem history. Railroads are prolific producers of data: now we are starting to mine this data for previously hidden relationships."

In the future, Miller sees rail taking a leadership role in a scenario where

multiple companies in a supply chain drop their silo thinking to be more competitive in the global market. "For a current example, consider coal moving from the mine in Alberta to the steel maker in Japan. We share information between the mine, the railroad, the terminal at the port and the steamship line. If we maximize the total throughput and reliability of the entire supply chain to become a preferred supplier of coal to the ultimate customer, it makes all of us more successful." ■

scientifiques et le partage de l'information y tiendront un rôle clé. « Comment progresser de la donnée à l'information, au savoir, à la réflexion et à la sagesse ? »

Les chemins de fer de catégorie 1 ont déjà fait un bon bout de chemin sur cette voie, ajoute-t-il, mais les progrès techniques ouvrent de nouvelles possibilités et les organisations commencent à réunir d'énormes quantités de données synchronisées pour y chercher des motifs. « Auparavant, on étudiait ces données de manière compartimentée. »

M. Miller mentionne aussi l'intégration croissante de l'information, qui devrait prendre de l'élan. « Par exemple, on commence à intégrer les données sur les roulements à celles sur l'historique d'entretien des wagons et l'historique des problèmes des freins à air. Les chemins de fer produisent beaucoup de données; on commence à peine à y chercher de nouvelles relations. »

Il croit que le chemin de fer aura l'ascendant dans un scénario où plusieurs entreprises d'une chaîne d'approvisionnement abandonneront leur pensée cloisonnée pour accroître leur compétitivité sur le marché mondial. « Regardez comment on transporte le charbon d'une mine albertaine à une aciéries japonaise. On partage l'information entre la mine, le chemin de fer, le terminal du port et la compagnie maritime. En maximisant le débit et la fiabilité de l'ensemble de la chaîne pour devenir le fournisseur de choix du client final, nous sommes tous gagnants. » ■

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Q+A: Scott Streiner

The Chair and CEO of the Canadian Transportation Agency discusses the relationship between the organization and Canada's railway industry, and the future of railway economic regulation.

By Juliet O'Neill

The Canadian Transportation Agency is the country's oldest independent tribunal and regulator, created in 1904 as the Board of Railway Commissioners.

"Oversight of the rail industry has in fact been the connective tissue since the day the Agency was born until today, and I suspect it will continue to be so for the next 100 years," says Agency Chair and CEO Scott Streiner.

Throughout the last 100-plus years, the Agency's name changed a few times and the mandate was expanded to include the air and marine sectors. Today, its three broad mandates are to help keep the national transportation system moving smoothly and efficiently; to protect the rights of persons with disabilities to accessible transportation; and to provide consumer protection for air travellers.

To fulfill its mandates, the Agency applies a set of rules with regulations and guidelines; helps settle disputes via mediation, arbitration and adjudication; and provides information on the functioning of the transportation system.

Mr. Streiner was appointed Chair and CEO in July 2015, after a 25-year career in the public service.

How do you see the Agency's relationship with the Railway Association of Canada now and in the future?

The relationship is very positive. I take the view that being well engaged with stakeholders—including industry associations—does not compromise our independence and impartiality, and in fact helps us do our jobs well because the more we understand what's happening on the ground, the more effective we can be in setting and applying the rules and in resolving disputes.

I believe that RAC has established itself as a clear and credible voice for the railway industry, and the current leadership have proven to be effective interlocutors for the Agency and for government in general.

One example of that is the proximity guidelines, which RAC developed with the Federation of Canadian Municipalities. The Agency helped in terms of facilitating and providing expert advice. That was an important initiative, and I think it's a really good example of where RAC has an added value on behalf of the industry as a whole and in cooperation with the Agency.

Our engagement with RAC complements our direct engagement with key stakeholders like railway companies. We will continue on some issues to speak directly with RAC's members, as I think both channels are important.



I believe that RAC has established itself as a clear and credible voice for the railway industry, and the current leadership have proven to be effective interlocutors for the Agency and for government in general.

Entrevue : Scott Streiner

Le PDG de l'Office des transports du Canada parle de la relation qu'entretient son organisme avec le secteur ferroviaire et de l'avenir de la réglementation économique.

Par Juliet O'Neill

L'Office des transports du Canada est le plus ancien tribunal indépendant au pays. La Commission des chemins de fer l'a créé en 1904.

« La constante depuis notre création, c'est la supervision du secteur ferroviaire, affirme le PDG de l'Office, Scott Streiner, et je crois que ce sera encore vrai dans 100 ans. »

Au cours du dernier siècle, l'Office a subi quelques changements de nom et son mandat s'est élargi pour englober les secteurs aérien et maritime. Aujourd'hui, ses trois mandats consistent à veiller à ce que le réseau national de transport fonctionne efficacement et harmonieusement, à protéger le droit des personnes ayant une déficience à un réseau de transport accessible et à offrir aux passagers aériens un régime de protection du consommateur.

Pour s'acquitter de ses mandats, l'Office élabore et applique des règlements et des lignes directrices; il règle les différends par la médiation, l'arbitrage et le processus décisionnel formel; enfin, il fournit de l'information sur le fonctionnement du réseau de transport.

M. Streiner est devenu PDG de l'Office en juillet 2015, après 25 ans de service dans la fonction publique.

Comment voyez-vous l'état actuel et l'avenir de la relation de l'Office avec l'ACFC?

Nous avons une très bonne relation. Je crois qu'entretenir de bons liens avec les parties prenantes, dont les associations sectorielles, ne compromet pas notre indépendance ou notre impartialité. Cela nous permet de mieux comprendre ce qui se passe sur le terrain, ce qui nous aide à fixer les règles, à les appliquer et à résoudre les différends.

L'ACFC s'est positionné comme une voix crédible du secteur ferroviaire. Ses hauts dirigeants actuels s'avèrent des interlocuteurs efficaces auprès de l'Office et de l'ensemble du gouvernement.

Prenons l'exemple des lignes directrices sur le voisinage, que l'ACFC a rédigé avec la Fédération canadienne des municipalités. L'Office y a joué un rôle de facilitateur et d'expert-conseil. Il s'agissait d'un projet important qui constitue un excellent exemple de la valeur que peut apporter l'ACFC à son secteur et en coopération avec l'Office.

Nos relations avec l'ACFC complètent nos relations directes avec les principales parties prenantes comme les sociétés ferroviaires. Les deux canaux ont leur importance; dans certains dossiers, nous allons continuer à transiger directement avec les membres de l'ACFC.

Dans le cadre de son mandat ferroviaire, l'Office doit accréditer les transporteurs ferroviaires, approuver les voies à construire, fixer le plafond de revenu pour le transport du grain de l'Ouest, mettre en place les cadres financiers et tarifaires de certains chemins de fer, fixer les tarifs d'interconnexion, établir la valeur nette de récupération, traiter les dossiers de bruit et de vibration et fournir des services de règlement des différends. Y a-t-il des changements à l'horizon ?

Les changements aux mandats de l'Office et aux lois relèvent du gouvernement, du ministre et du parlement. Cela dit, plusieurs dossiers sont du domaine public. Mentionnons trois ajouts à nos outils qui contribueront à moderniser notre efficacité à titre d'organisme de réglementation.

Données sur le rendement

Le dernier examen de la Loi sur les transports au Canada a imposé une approche beaucoup plus ferme dans la cueillette et le partage des données sur le rendement du réseau ferroviaire et de l'ensemble des transports.

Le Surface Transportation Board des États-Unis a enchaîné dans sa législation le droit de recueillir et de distribuer des données. En ayant cette capacité, nous pourrions mieux accomplir notre mandat, comme nous l'avons mentionné dans notre rapport annuel.

Je sais que les sociétés ferroviaires craignent pour leur compétitivité si nous allons trop loin dans cette direction. Si ce projet va de l'avant, il faudra établir des balises claires.

Pouvoir d'enquête

L'examen de la Loi sur les transports au Canada et notre rapport annuel indiquent que l'Office aurait besoin du pouvoir de lancer elle-même des enquêtes dans les dossiers qui touchent à l'ensemble d'un secteur. En ce moment, nous devons attendre le dépôt d'une plainte pour pouvoir enquêter.

Je comprends que le secteur s'inquiète de l'usage que nous pourrions faire de cet outil, mais l'Office compte s'en servir uniquement en présence de renseignements raisonnables. Et si nous constatons un problème, nous tenterons d'abord de le résoudre par la collaboration, plutôt que par une ordonnance.

Ordonnances générales

Le troisième outil, ce serait la capacité de recourir à des ordonnances générales. Dans la protection du voyageur

The Agency's rail mandate includes licensing rail carriers; approving railway line construction; setting the Maximum Revenue Entitlement for moving Western grain; establishing financial and costing frameworks for certain railways, setting interswitching rates; establishing net salvage value; dealing with noise and vibration and providing dispute settlement services. Are any big changes in the cards?

When it comes to the Agency's mandates and possible changes to the legislation, that's a matter for the government, the Minister and Parliament. However, there are several topics in the public domain. Among them are three additions to our toolkit that we think would help modernize our ability to be effective as a regulator.

Performance information

The Canada Transportation Act review called for a much more robust approach to collecting and sharing data on system performance in Canada. Not just rail system performance, but transportation in general.

The U.S. Surface Transportation Board has enshrined in its legislation the right to gather and disseminate data, and we indicated in our annual report that having the ability to do so would be very helpful to us in discharging our mandate.

I know that railway companies, among others, have expressed concern that going too far down this road might have some impacts on competitiveness. If there's a decision to move in this direction, it will be important to build-in safeguards.



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aérien, l'absence de cette capacité nous contraint à émettre uniquement des ordonnances concernant des cas précis, ce qui peut désavantager certains joueurs.

Je vous assure que nous utiliserions ces trois outils de façon judicieuse.

Historiquement, la relation entre l'Office et le secteur est marquée par l'obligation de transporteur public. Cela risque-t-il de changer ?

À mon avis, cette obligation conservera un rôle fondamental dans la politique nationale des transports pendant encore très longtemps. Son articulation, ce qu'elle signifie dans telle ou telle situation, est appelée à évoluer, comme, par le passé, dans le cas du transport du grain.

Y a-t-il d'autres changements à envisager ?

Récemment, il y a eu les nouvelles exigences en matière d'assurance, ajoutées à la suite de la tragédie de Lac-Mégantic. L'Office a pour tâche d'administrer ce nouveau régime. Chapeau aux chemins de fer pour avoir participé si activement à la phase de la cueillette de données!

Soulignons aussi que les services de médiation de l'Office ont toujours été sous-utilisés. Si votre compagnie de fret ferroviaire a un différend avec un expéditeur, venez nous voir; nous allons trancher, comme un tribunal. Mais nous pouvons aussi essayer de le résoudre par la médiation confidentielle. C'est plus économique pour tout le monde; ne risque pas de nuire indûment aux relations entre les

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Investigative powers

Both the *Canada Transportation Act* review and our annual report suggest that the Agency should have the ability to initiate inquiries on its own motion on issues that cut across a sector. Currently we can only look into a matter if somebody files a complaint.

I understand that the industry is concerned about how that tool could be used, but the Agency would only use it on the basis of reasonable information. And if we find issues, our first response would be to try to resolve those issues collaboratively rather than through the mechanism of orders.

General orders

The third tool would be our ability to make general orders. In air consumer protection, without the ability to make general orders we're put in a position of being able to only order a change related to a specific situation—which can create an uneven playing field.

I assure you, all three tools would be used very judiciously.

A key historical element of the Agency-industry relationship is the common carrier obligation.

Do you see that changing?

I think the common carrier obligation will continue to be a cornerstone of Canada's national transportation policy for many years to come. How it gets articulated,

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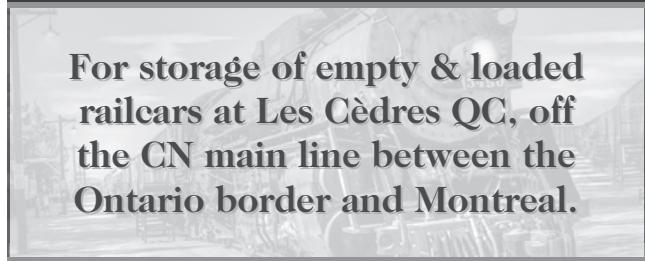
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parties et, en général, c'est plus rapide. Nous continuerons à encourager le recours à la médiation.

Quel sera l'impact de l'Initiative de modernisation de la réglementation (IMR) de l'Office sur les chemins de fer ?

La réglementation sur la tarification, l'interconnexion, les conditions d'exploitation...tout cela sera sur la table au moment des consultations.

L'IMR a pour but d'accoucher de règlements qui seront pertinents aux pratiques actuelles et aux pratiques futures qu'il nous est possible d'anticiper.

Comment décririez-vous la relation qu'entretient et qu'entretiendra l'Office avec le secteur ferroviaire ?

L'Office et le secteur vivent en interrelation depuis plus de 110 ans. Chacun tient un rôle important dans le développement de l'autre.

Le rythme des changements s'accélérant et le monde étant de plus en plus réseauté, il sera important que notre relation gagne en profondeur et en dialogue.

Je crois que l'Office doit être aussi transparent que possible dans sa réflexion et ses processus. Le secteur, quant à lui, devrait être aussi transparent que possible dans ses orientations et ses efforts pour satisfaire aux attentes du Parlement exprimées dans la législation.

Le Canada aura toujours besoin d'un réseau de transport parfaitement fonctionnel sur l'ensemble de la chaîne d'approvisionnement, du premier kilomètre au dernier. ■

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what it means in specific circumstances, will evolve as it has in the past, for example, with respect to the movement of grain.

Any other changes you would like to note?

One significant recent change was the introduction of new insurance requirements following the terrible tragedy in Lac-Mégantic. The Agency is responsible for administering the new regime. It is to the credit of the railways that they were so responsive during the information-gathering phase.

I would also note the Agency's mediation services have historically been undersubscribed. If there is a disagreement between a shipper and a freight rail company, they can come to us for adjudication. We act just like a court. But we can also try to resolve the matter through neutral, confidential mediation. It costs less money for everybody, creates less strain in relationships, and it's typically faster. We will continue to encourage the use of mediation.

How will the Agency's Regulatory Modernization Initiative (RMI) affect the railways?

Regulations on costing, interswitching and operational terms

...all of this will be on the table for consultation.

The objective of the RMI is to produce regulations that are relevant, not only to current industry practices, but also to what we can reasonably anticipate as emerging in the future.

How would you describe the Agency's relationship with the railway industry now and going forward?

The Agency and the industry have been intertwined for over 110 years, playing a significant role in one another's development.

Our relationship will increasingly need to be characterized by a rich and ongoing dialogue as the pace of change accelerates and the world becomes increasingly networked.

I think the Agency should be as transparent as possible about its thinking and processes, and the industry should be as transparent as possible about the directions it's heading in and what it's doing to meet the expectations Parliament has laid out in legislation.

Canada will always need a fully functioning transportation system across the entire supply chain from the first to the last mile. ■



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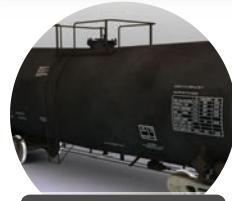
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Views from the train

In 2015, Canada's commuter and tourist railways transported more than 77 million passengers. As two passenger railroaders tell *Interchange*, the future is bright.

By Bev Cline

Canada's commuter and tourist railways offer a comfortable, affordable and environmentally friendly way to travel for more than 77 million passengers each year. Canada has commuter railways serving its urban centres and tourist railways that give visitors an unbeatable view of its landscape. Thanks to investment and innovation, the future of both sectors is bright.

Commuter rail

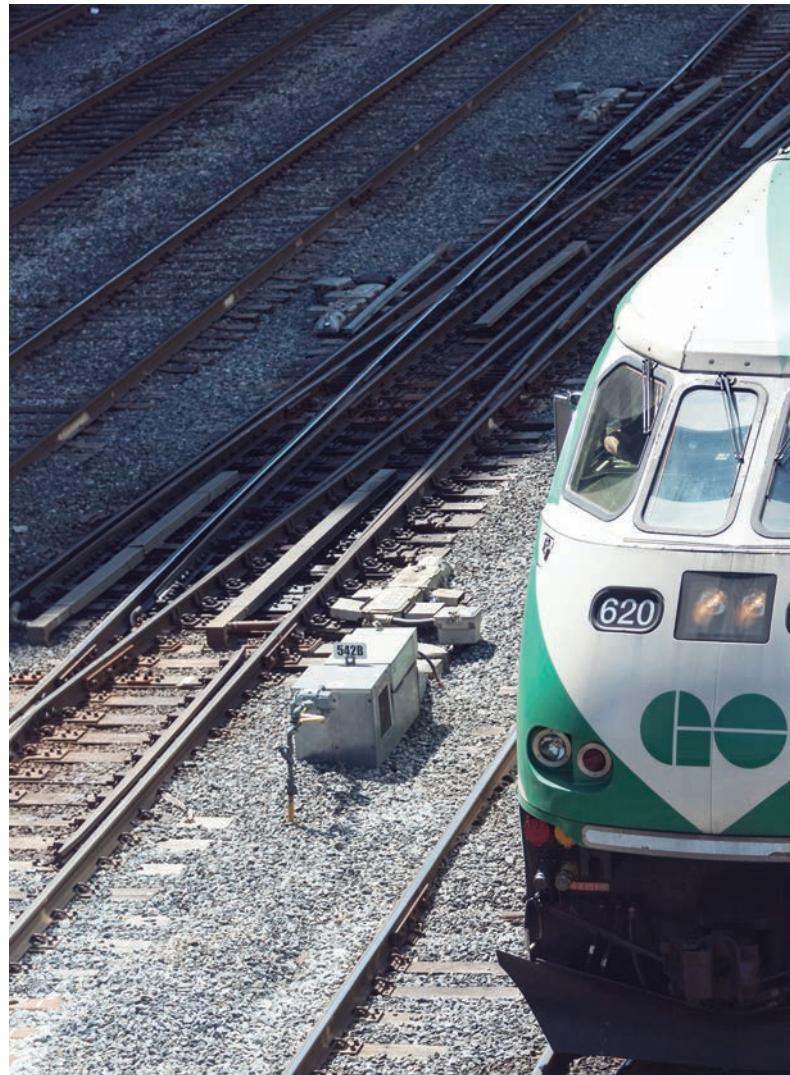
The number of rail commuters in Canada has grown every year since 2011. To keep up with this increasing appetite for commuter rail, Metrolinx is undergoing a “transformation” that will take shape throughout the next ten years, says its chief capital officer John Jensen. Specifically, passengers will see improved GO Transit service through the Regional Express Rail program (RER), part of Metrolinx’s capital expansion program. RER’s focus is to provide faster, more frequent and more convenient transit service across the greater Toronto and Hamilton area.

Roughly 100,000 new residents a year are moving into the GTHA, says Jensen, so the challenge going forward is to build for this growth while recognizing the under-investment in public transit for the last several decades. “We’re upgrading the system by building 350 new km of GO Transit track, 130 bridge expansions and 500 km of overhead electrical wiring for the new electric trains,” says Jensen. “As part of the program, we’re also renovating stations and building new stations.”

In essence, Metrolinx is evolving GO Transit from its origins as a commuter rail service into a true regional service.

“We recognize this is a lot of work and that it will be disruptive and inconvenient at times for people, but in the end it’s a generational transformation.”

As for innovation and technologies, Jensen sees “exceptional opportunity that Metrolinx can derive over the coming decades through big data.”



“The railways, and Canada as a whole, will need to continue to invest in rail infrastructure. As the government looks to add legislation this may hinder the process or ability to invest.”

Vues du train

En 2015, les trains de banlieue et les trains touristiques du Canada ont transporté 77 millions de passagers. Ils sont promis à un avenir radieux, comme l'expliquent deux experts du milieu.

Par Bev Cline



Les chemins de fer, comme l'ensemble du pays, devront poursuivre leurs investissements dans l'infrastructure. Or, le gouvernement envisage des lois qui pourraient nuire à notre capacité à investir.

Chaque année, 75 millions de passagers choisissent le train de banlieue et le train touristique, un moyen de transport confortable, abordable et écologique. Le Canada compte des trains banlieue servant les centres urbains et des chemins de fer touristiques qui offrent aux visiteurs une vue imprenable sur ses paysages. Grâce aux investissements et à l'innovation, ces deux secteurs sont promis à un avenir radieux.

Le train de banlieue

Depuis 2011, le nombre de trains de banlieue au pays augmente d'année en année. Pour répondre à cette soif croissante, Metrolinx est en pleine « transformation », un processus qui s'étalera sur les dix prochaines années, explique son chef des immobilisations John Jensen. Le service express régional (SER), qui s'inscrit dans le programme de développement des investissements de l'entreprise, viendra améliorer le service GO Transit. Le SER a pour but d'offrir un service plus rapide, fréquent et pratique dans la région du grand Toronto et de Hamilton (RGTH).

Chaque année, environ 100 000 personnes déménagent dans la RGTH, affirme M. Jensen. Il faut donc construire pour se préparer à cette croissance et rattraper les investissements dans le transport collectif depuis quelques décennies. « Dans le cadre du SER, nous ajoutons 350 km de voies GO Transit, 130 expansions de ponts et 500 km de câbles électriques aériens pour les nouveaux trains électriques, en plus de rénover et de construire des gares ».

Autrement dit, Metrolinx transforme GO Transit du train de banlieue qu'il était en vrai service régional. « C'est beaucoup de travail, admet M. Jensen, et ces travaux seront parfois source d'inconvénients, mais il s'agit d'une transformation générationnelle. »

Du côté de l'innovation et des technologies, M. Jensen entrevoit « des occasions exceptionnelles offertes par les métadonnées ».



Gord Miller

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Public transit bodies like Metrolinx use this data to plan for changing populations, customer needs and travel patterns.

While Metrolinx analyzes data to forecast trends, Jensen expects more and more people to combine different modes of travel to make their trips more efficient. "As customers want access to more and more places, not all of the service will necessarily get you in one trip to that specific place. So you may call a ride sharing company or a taxi to get to a GO station and then take a GO train to, at some point, transfer to a TTC subway."

Railway tourism

For Gord Miller, it's no secret why railway tourism works in Canada.

"We've got a beautiful country and vast scenery. There's a nostalgic history to the railways in Canada. It's part of what's made, and continues to make, Canada great."

Rocky Mountaineer, the largest privately-owned tourism train in the



Les organismes publics de transport en commun comme Metrolinx utilisent ces données pour planifier les changements démographiques, les besoins de la clientèle et les habitudes de déplacement.

M. Jensen s'attend aussi à ce que les voyageurs combinent de plus en plus leurs moyens de transport : « Le client veut avoir accès à plus d'endroits, mais le service ne permet pas toujours d'aller directement du point A au point B. Peut-être devrez-vous appeler une entreprise de covoiturage pour vous rendre à la gare, prendre un train GO, puis prendre un métro de la TTC. »

« Les chemins de fer, comme l'ensemble du pays, devront poursuivre leurs investissements dans l'infrastructure. Or, le gouvernement envisage des lois qui pourraient nuire à notre capacité à investir. »

Le train touristique

Pour Gord Miller, le succès du tourisme ferroviaire ne revêt aucun mystère : « Nous avons un beau pays aux vastes paysages, et il existe une nostalgie du chemin de fer chez nous. Le chemin de fer a forgé ce pays et il participe encore à son histoire. »

Rocky Mountaineer, le plus gros train privé au monde, a accueilli près de deux millions de visiteurs depuis sa fondation. Selon M. Miller, qui y est vice-président aux activités ferroviaires et au développement des actifs,

le tourisme ferroviaire continuera à gagner en popularité au Canada.

Le train devient le transporteur de choix pour le déplacement des



John Jensen

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The railways, and Canada as a whole, will need to continue to invest in rail infrastructure. As the government looks to add legislation this may hinder the process or ability to invest.

world, has welcomed almost two million guests to date. And according to Miller, the company's vice-president of rail operations and asset development, railway tourism in Canada will continue to grow in popularity.

"Rail is growing as a conduit to move people around the country as a transportation provider. As is the case with Rocky Mountaineer, rail lets you get on board, enjoy a world-class experience at a leisurely pace and see parts of the country that you would not otherwise see by road or other forms of transportation."

Rocky Mountaineer operates on track owned by freight railways. According to Miller, both tourist and freight railway sectors are expanding. As a result, he says, "the railways, and Canada as a whole, will need to continue to invest in rail infrastructure. As the government looks to add legislation this may hinder the process or ability to invest."

As green technology evolves, Miller expects Canada's railway industry to minimize its environmental footprint more than it already does. Fuel-cell locomotives, for example, will help reduce greenhouse gas emissions. In addition, railways



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may change the way they build and configure track, using more composite goods and fewer natural products like wood ties.

"I don't think we give ourselves credit for the amount of innovation we've done." ■



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personnes, poursuit-il. Comme c'est le cas chez Rocky Mountaineer, le train propose une expérience de classe mondiale qui, sans se presser, permet de voir des pans du pays qui sont invisibles par les autres modes de transport. »

Rocky Mountaineer utilise des voies de fret. Selon M. Miller, les deux secteurs – tourisme et fret – sont en expansion. Conséquemment, « les chemins de fer, comme l'ensemble du pays, devront poursuivre leurs investissements dans l'infrastructure. Or, le gouvernement envisage des lois qui pourraient nuire à notre capacité à investir. »

Avec l'évolution des technologies vertes, M. Miller s'attend à ce que le secteur ferroviaire atténue encore plus son empreinte écologique, par exemple grâce aux locomotives à piles à hydrogène qui produisent moins de gaz à effet de serre. En outre, on pourrait construire les voies avec des matières composites pour éviter le bois.

« Nous ne sommes pas assez fiers de nos innovations », conclut-il. ■

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Claim to fame

RAC's Canadian Railway Hall of Fame honours the people, places and innovation that have advanced Canada's railway industry for the last 100 years and beyond.

By Sarah B. Hood

What do Sir John A. Macdonald and Gordon Lightfoot have in common? They're both inductees in RAC's Canadian Railway Hall of Fame.

"[Former RAC communications director] Roger Cameron and I and a couple of others came up with the idea of a virtual Hall of Fame when the web was relatively novel," says CRHF director and President of Boundary Trail Railway Shawn Smith.

"We were trying to focus on the contributions of people both historical and current," he says. Thus, the "Leaders" category includes Sir William Cornelius Van Horne, who saw the CPR to completion and ran it in its early days, as well as former CN President, CEO and Director Paul Tellier.

The "Heroes" section recognizes unique achievements like those of Sir Sandford Fleming, the Canadian civil engineer and surveyor whose work with the railways led to his concept of standardized international time zones still used today.

"The ones I like are people like Harry Home, who's still active in the railway industry," says Smith. "He was a very respected and safe railroader. He was involved with the union for many years, proactively working on safety initiatives. When he retired, he worked to preserve the 6060 steam locomotive in Stettler, Alberta."

The Hall of Fame also recognizes "Communities". Major railway hubs like Winnipeg and Montreal are on the list, of course, along with places like Revelstoke, Banff and Brockville, the small Ontario city where the country's first rail tunnel was built in 1860.

There's a "Technology" section, which fittingly pays tribute to key developments like the automatic air brake, the prairie wood-crib grain elevator and LED lighting, alongside engineering feats like the Myra Canyon Trestles.

The "Industry Achievement" category takes an even broader look at Canadian railroading to honour figures like Pierre Berton, whose popular and enduring books *The National Dream* and *The Last Spike* tell the story of the building of Canada's railways, and iconic folk singer Gordon Lightfoot, whose Canadian Railroad Trilogy vividly calls up the men who laboured to lay the track for the CPR.

"There are a lot of people who are nostalgic of railways, but we want to look forward as well," says CRHF Chairman and President, and RAC Vice President, Gérald Gauthier. "People sometimes have this nostalgic old image of the railway, and they don't grasp the economic importance or how the railway is linked to their day-to-day lives. There's



Gordon Lightfoot was inducted into the Canadian Railway Hall of Fame in 2003 in the Industry Achievement category.

PHOTO: FRANK LENNON / TORONTO STAR / BIBLIOTHÈQUE ET ARCHIVES CANADA / E008440336

Digne de renom

Le Temple de la renommée des chemins de fer du Canada de l'ACFC honore les gens, les lieux et les innovations qui ont fait et font progresser le secteur ferroviaire canadien.

Par Sarah B. Hood



Qu'ont en commun Sir John A. Macdonald et Gordon Lightfoot? Ils ont été intronisés au Temple de la renommée des chemins de fer du Canada de l'ACFC.

« L'idée d'un Temple de la renommée virtuel vient de Roger Cameron [ex-directeur des communications de l'ACFC], moi et quelques autres, à l'époque où Internet prenait son essor », explique Shawn Smith, directeur du Temple et président de Boundary Trail Railway.

« Nous nous concentrions sur l'apport d'individus d'hier et d'aujourd'hui », précise-t-il. C'est pourquoi on trouve dans la catégorie Leaders Sir William Cornelius Van Horne, artisan

et premier directeur du CFCP, et l'ex-PDG du CN Paul Tellier.

La section Héros souligne les réalisations exceptionnelles, comme celle de Sir Sandford Fleming, l'ingénieur-arpenteur qui, en travaillant dans les chemins de fer, a eu l'idée des fuseaux horaires uniformisés encore en usage aujourd'hui.

« Ma préférence va aux gens comme Harry Home, qui est toujours actif, confie M. Smith. Ce cheminot était très respecté. Syndicaliste, il a longtemps milité pour la sécurité. À sa retraite, il s'est consacré à la préservation de la locomotive à vapeur 6060 à Stettler, en Alberta. »



Gérald Gauthier

a huge need to educate people about the industry, and that's why the Hall of Fame is not only looking back, but also toward the future."

The most recent inductees documented on the site are for the years 2013-2014, and the most recent awards were handed out in 2015. Updates are on hold for the moment, as the site is re-evaluated with potential redesign in mind.

"No awards were handed out in 2016," says Gauthier, "but 2017 is RAC's 100th anniversary, and we will be looking to recognize people and inventions that are landmarks of the railway industry." ■

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Le Temple honore aussi les « communautés ». Sur cette liste, on trouve évidemment des plaques tournantes comme Winnipeg et Montréal, mais aussi des localités comme Revelstoke, Banff et Brockville, une petite ville ontarienne où, en 1860, on a percé le premier tunnel ferroviaire au pays.

La catégorie Technologie rend hommage aux grandes innovations, comme le frein à air automatique, le silo à céréales à parements de bois et la diode électroluminescente (DEL), ainsi qu'aux exploits d'ingénierie comme les ponts à chevalets du canyon Myra.

La catégorie Réalisations sectorielles embrasse le secteur dans son sens le plus large pour honorer des gens comme Pierre Berton, dont les ouvrages *The National Dream* et *The Last Spike* racontent la construction des chemins de fer du Canada, et le chanteur folk Gordon Lightfoot, dont la chanson « Canadian Railroad Trilogy » fait revivre les hommes qui ont sué sang et eau en posant les rails du CFCP.

« La nostalgie du chemin de fer a la côte, souligne Gérald Gauthier, président du Temple et vice-président de l'ACFC. Les gens cultivent parfois une image nostalgique du chemin de fer, sans réaliser l'importance économique de celui-ci dans notre quotidien. En regardant à la fois vers le passé et l'avenir, le Temple veut combler un déficit de connaissances en matière ferroviaire. »

Les derniers intronisés figurant sur le site ont été honorés en 2013-2014; la dernière cérémonie a eu lieu en 2015. On a suspendu les mises à jour, le temps de réévaluer le site et peut-être de lui refaire une beauté. ■

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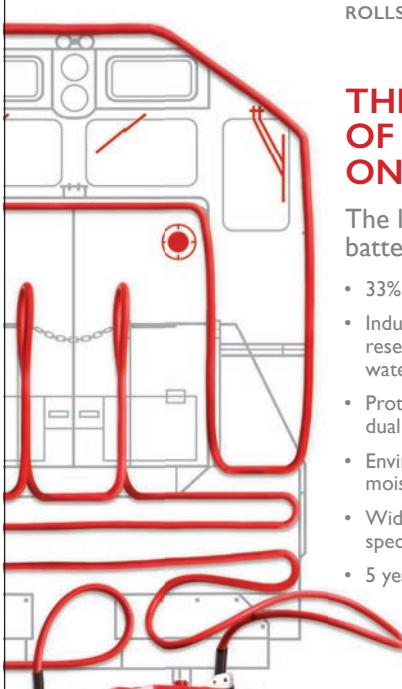
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Familiar faces

Former RAC executives reflect on the association's role in shaping Canada's railway industry.

Mike Lowenger – 18+ years with RAC

Mike Lowenger has been a railroader for more than 40 years, first with CN and later with RAC, where he was the association's Chief Safety Culture Officer before retiring in late 2016.

"It's been a good ride," he says.

Lowenger says that some of his most meaningful work with RAC has been in the area of safety culture.

"The board decided we needed to use RAC as a mechanism to improve safety culture within the industry, and we were very successful," he says. "And that will go on after I leave."

In its investigation into the July 2013 accident in Lac-Mégantic, the Transportation Safety Board said that "An organization with a strong safety culture is generally proactive when it comes to addressing safety issues." It also made recommendations aimed at addressing safety issues.

"We take these recommendations seriously; we developed a safety culture assessment and improvement model, and we've applied it to several railways already. In the following years, we will refine it and use it with other members."

The Central Maine and Quebec Railway, the new owners of the railway line that operates in Lac-Mégantic, was the first to use company the model, followed by GO Transit and Cando Rail Services.

"In all cases, senior management accepted all our recommendations," Lowenger says. The program benefits from a strong steering committee and the involvement of safety culture experts at St. Mary's University.

"We're also developing tools to help companies understand and raise awareness of safety culture," Lowenger says. "That's what the RAC has been doing for 100 years: where there is broad industry consensus, doing things that benefit all members, whether it's in terms of advocacy, technical services, research or

Des visages familiers

D'anciens dirigeants de l'ACFC réfléchissent à l'importance de l'association pour le secteur ferroviaire.

By/Par Sarah B. Hood



Mike Lowenger

Mike Lowenger, 18 ans à l'ACFC

Mike Lowenger a travaillé plus de 40 ans dans les chemins de fer, d'abord au CN, puis à l'ACFC, où il était chef de la culture de sécurité avant sa retraite à la fin de 2016.

« Ça a été une belle ballade », lance-t-il, avant d'ajouter que c'est dans la culture de la sécurité que l'association fait la plus grosse différence. « Le CA a décidé que l'ACFC devait servir à améliorer la culture de sécurité à l'échelle sectorielle. Cela marche très bien et les efforts se poursuivront après mon départ. »

Le Bureau de la sécurité des transports, dans son enquête sur l'accident de juillet 2013 à Lac-Mégantic, a dit qu'"une organisation qui a une solide culture de sécurité est généralement proactive dans la prise de mesures pour régler les lacunes de sécurité". Il a formulé des recommandations sur la prise de telles mesures.

« Nous prenons ces recommandations au sérieux, souligne M. Lowenger. Nous avons élaboré un modèle d'évaluation et d'amélioration de la culture de sécurité, que nous avons déjà appliqué à plusieurs chemins de fer et que nous continuons à peaufiner. »

La première entreprise à utiliser ce modèle a été le nouveau propriétaire de la ligne qui traverse Lac-Mégantic, Chemins de fer du centre du Maine et du Québec, suivie de GO Transit et de Cando Rail Services.

« Les hautes directions ont toutes accepté nos recommandations », poursuit M. Lowenger. Le programme de culture de la sécurité s'appuie sur un solide comité d'orientation et l'apport d'experts de l'Université St. Mary's.

« Nous préparons aussi des outils qui aideront les entreprises à instaurer une culture de sécurité. C'est ce que fait l'ACFC depuis 100 ans : devant un consensus sectoriel, elle pose des gestes qui profitent à l'ensemble de ses membres, qu'il s'agisse de représentation, de

developing operating procedures and best practices.”

Bob Ballantyne – RAC President 1988-2000

Before, during and after his time as RAC President from 1988 to 2000, Bob Ballantyne has seen the association's role evolve over time.

The association's value to its members rose as the government introduced increasingly more legislation in the 1980s onward, says Ballantyne.

“We had quite a significant role in working with government on regulations and making sure that information got out to the railways,” he says. “There was, and continues to be, a requirement under the *Canada Transportation Act* (1987) that it must be reviewed every eight years; the same with the *Railway Safety Act* (1985).”

“In more recent years, there have been colossal technological changes and huge improvements in information systems,” Ballantyne points out.

“The nature of railroading is that it has a voracious appetite and need for good, current, up-to-date, real-time information. There are approximately 1.5 million freight cars moving across North America at any given time,” he says. “There needs to be a way to know where all those freight cars are.”

To that end, “the RAC has worked very closely with the Association of American Railroads (AAR). They have set up an agency as a clearing house for the real-time information on the location of the freight cars all over North America; that was a really great achievement of the RAC.” ■



Bob Ballantyne

services techniques, de recherche ou de procédures et pratiques recommandables. »

Bob Ballantyne, président de l'ACFC de 1988 à 2000

Avant, pendant et après ses années à la présidence de l'ACFC, de 1988 à 2000, Bob Ballantyne a constaté une évolution du rôle de l'association.

Selon lui, la valeur qu'elle représente pour ses membres a augmenté à mesure que le gouvernement resserrait la réglementation à partir des années 80 : « Nous devions œuvrer avec le gouvernement sur la réglementation et la diffusion de l'information aux chemins de fer. Rappelons que la Loi sur les transports au Canada (1987) et la Loi sur la sécurité ferroviaire (1985) doivent être révisées tous les huit ans. »

« Ces dernières années, souligne-t-il, on a assisté à une révolution dans les systèmes informatiques. Or, par définition, les chemins de fer ont un appétit vorace pour de l'information de qualité, à jour et en temps réel; c'est vital. Il y a environ 1,5 million de wagons à marchandises en circulation sur les voies ferrées nord-américaines. Il faut pouvoir les localiser. »

À cette fin, « l'ACFC collabore étroitement avec l'Association of American Railroads (AAR). Ensemble, elles ont mis sur pied une agence qui sert de centre d'échange d'informations en temps réel sur la localisation des wagons. C'est une des grandes réalisations de l'ACFC. » ■



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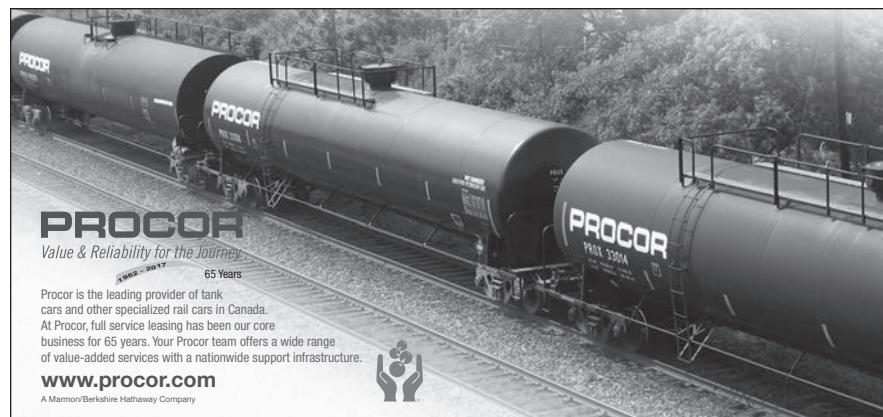
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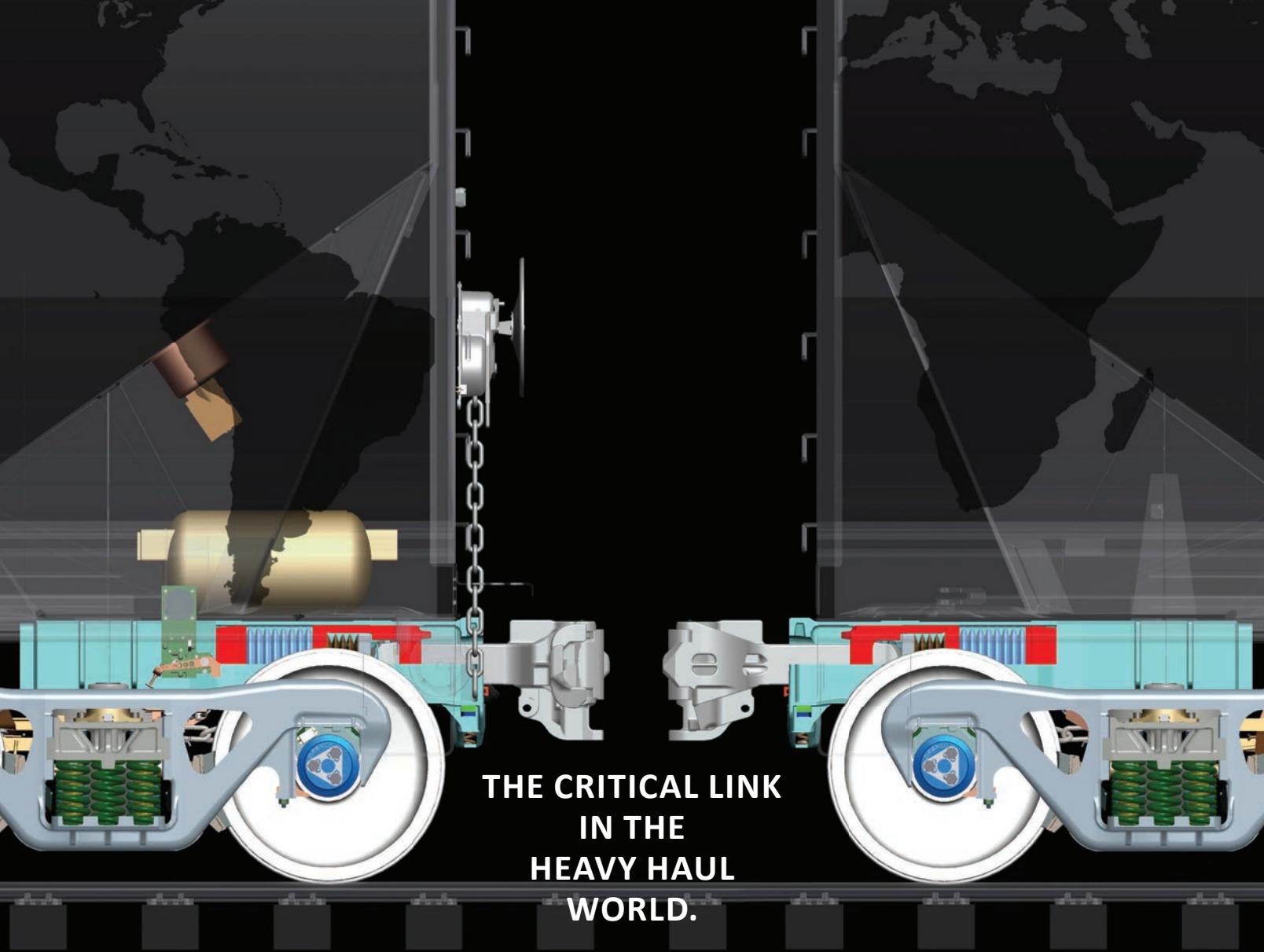


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