



Railway Association  
of Canada Association des chemins  
de fer du Canada

Summer / Été 2012

# *interchange*

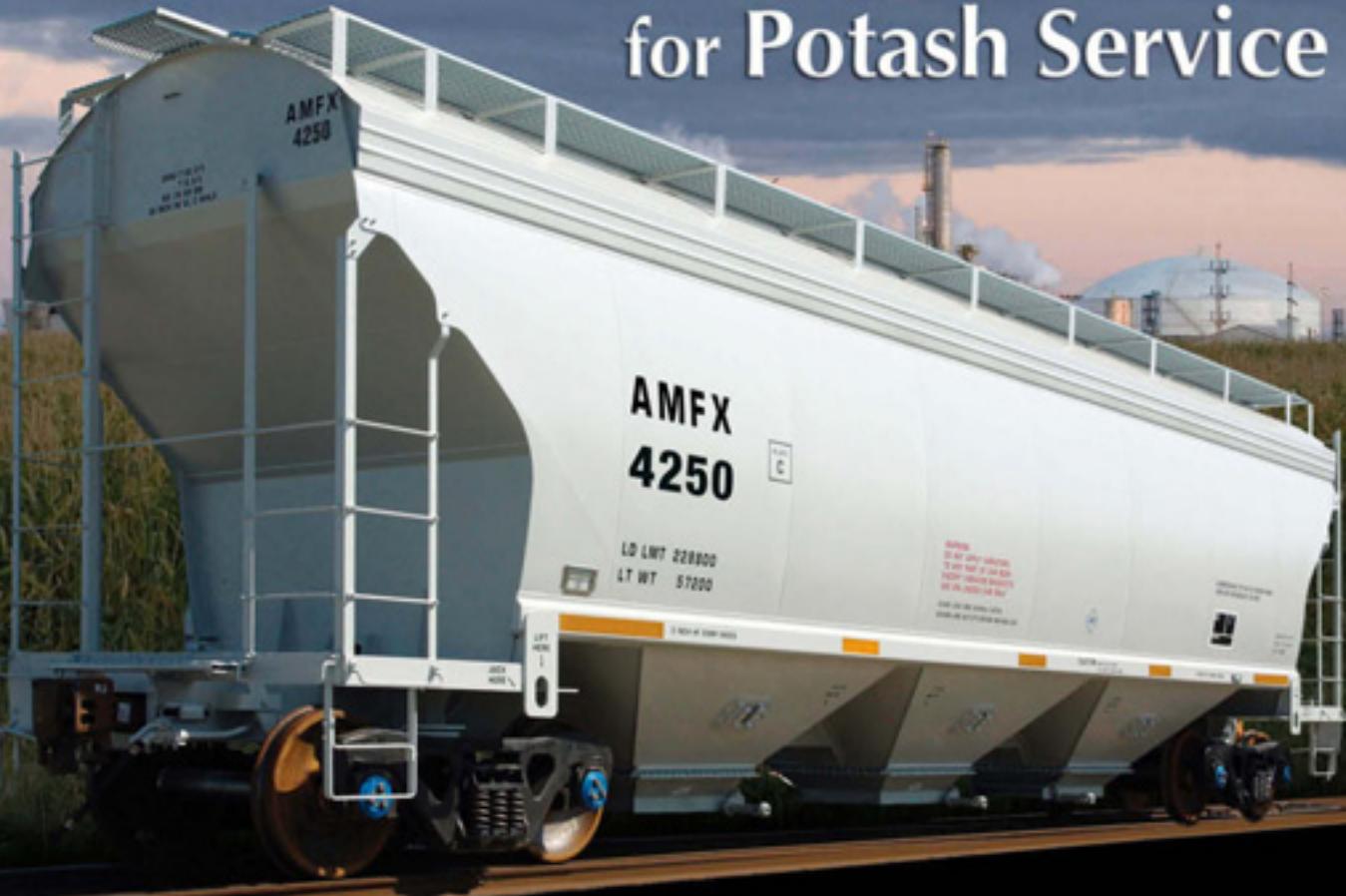
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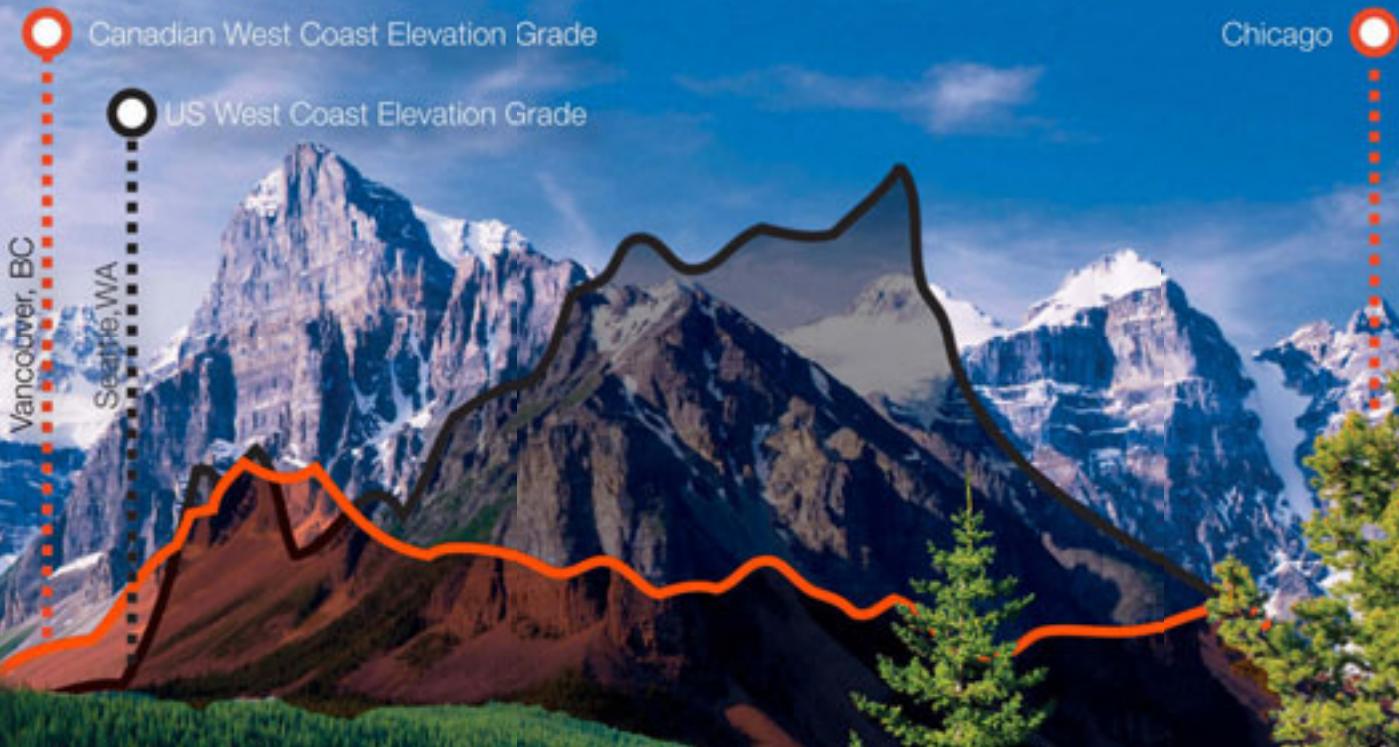
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# President's Message | Le message du président



**This is my** first message as president and CEO of the Railway Association of Canada. I have spent the last 12+ years in the chemical industry, most recently as VP, External Relations with the Chemistry Industry Association of Canada. Like most manufacturing industries, the chemical industry relies on rail as an integral part of the production process.

Global competitiveness is not something that we can take for granted- companies fight to maintain their competitive status every day. As a key partner for manufacturers and producers in Canada, it is our job to keep getting better: more efficient, quicker and more reliable and of course, competitively priced.

The Canada of the future will be served by a highly integrated logistics network that includes shipping, ports, terminals, railways, trucking and others: one that is capable of delivering goods efficiently, allowing industries to compete globally. The future will see a greater use of technology to track goods, cross borders and guarantee security in ways that we can only imagine. Governments play a role in safety and security, with overarching regulatory and legislative frameworks. However, to realize this future, business needs to be able to innovate, to work together with customers to solve problems and above all, to move quickly. To become the supply chain enabler that will be the envy of the world, all parties must collaborate in the marketplace using negotiated agreements between parties. These commercial partnerships, facilitated through investment, continuous innovation and productivity improvement, will help to drive our country's resource producers and manufacturers to new markets.

Rail is a Canadian business success story. We have the most productive railways in the world. To become the best in the world, rail companies have had to make significant changes in a short period of time. There is still some work to do, but most customers have signed agreements or contracts based on these expectations.

The work in nation building is continuing: with manufacturers, port authorities and other parts of the supply chain working together to build the most sustainable infrastructure and globally competitive logistics network in the world; with cities building commuter rail to ease congestion and clean our air; with tourist railways showcasing our great country and as our intercity passenger railway link communities with faster and more frequent service. Great Canadians have played a tremendous role in launching railways and building our nation and it is a thrill for me to tell their story. ■

**Le présent Message du président** est le premier que je publie à titre de nouveau président-directeur général de l'Association des chemins de fer du Canada. J'ai œuvré plus de 12 ans au sein de l'industrie chimique, où j'ai occupé plus récemment le poste de vice-président, Affaires externes auprès de l'Association canadienne de l'industrie de la chimie. Comme la plupart des industries manufacturières, l'industrie chimique compte sur les chemins de fer comme intégrante du processus de production des grandes installations pétrochimiques, et toute perturbation, dont une grève des services ferroviaires, peut entraîner un arrêt de production à ces installations. On ne peut jamais tenir pour acquise la compétitivité à l'échelle mondiale. En tant que partenaire clé, le secteur ferroviaire doit continuer d'améliorer son efficacité, sa rapidité et sa fiabilité et, bien entendu, rester concurrentiel sur le plan des prix.

Le Canada de demain bénéficiera d'un réseau logistique hautement intégré. Ce réseau aura la capacité de livrer efficacement les marchandises, de sorte que les industries pourront exercer leur concurrence à l'échelle mondiale. Dans l'avenir, une utilisation plus poussée de la technologie permettra d'assurer le suivi des marchandises, de traverser les frontières et de garantir la sécurité en misant sur des outils que nous ne pouvons qu'imaginer actuellement. Les gouvernements jouent un rôle dans la sûreté et la sécurité, avec des cadres réglementaires et législatifs très importants. Toutefois, pour permettre la concrétisation de cet avenir, les entreprises doivent pouvoir innover, collaborer avec les clients pour régler les problèmes et, avant tout, agir rapidement. Tous les intervenants doivent collaborer sur le marché grâce à la négociation d'ententes réciproques. Ces partenariats commerciaux, soutenus par des investissements, des innovations continues et des améliorations de la productivité, aideront les producteurs du secteur primaire et les fabricants de notre pays à conquérir de nouveaux marchés.

Les entreprises ferroviaires canadiennes sont un exemple de réussite : nos chemins de fer sont actuellement les plus productifs au monde. Pour devenir les meilleurs au monde, les entreprises ferroviaires ont dû mettre en œuvre d'importants changements en peu de temps. Il reste encore du travail à faire, mais la plupart des clients ont déjà signé des ententes ou des contrats fondés sur ces attentes.

Le travail en vue d'assurer l'essor du pays se poursuit : avec les fabricants, les administrations portuaires et les autres intervenants de la chaîne d'approvisionnement qui unissent leurs efforts pour établir l'infrastructure la plus durable et le réseau logistique le plus compétitif à l'échelle mondiale; avec les villes qui instaurent des services de trains de banlieue pour réduire la congestion routière et la pollution atmosphérique; avec les chemins de fer touristiques qui font connaître notre magnifique pays; et avec nos chemins de fer voyageurs intervilles qui relient les collectivités grâce à un service plus rapide et plus fréquent. De grands Canadiens ont joué un rôle considérable dans la construction des chemins de fer et l'essor de notre pays, et je suis vraiment très heureux de raconter leur histoire. ■



# Billions Earmarked for Railway Improvements

*"We are making major strides in improving all customer service touch points, delivering innovative products and achieving end-to-end supply chain collaboration while continually improving productivity. CN's capital spending is critical to running a safe, fluid and productive network and to attaining our growth and service objectives."*

Claude Mongeau, CN

**CN and CP** plan to spend upwards of \$3 billion during 2012 on capital investments to upgrade their rail networks to carry more traffic and provide improved service.

The projects range from new and upgraded locomotives to track renewal, specialized equipment and network enhancements and expansions.

In announcing CN's plan to invest \$1.75 billion, Claude Mongeau, president and CEO, said the company "is taking its business model to the next level with its focus on operational and service excellence. We are making major strides in improving all customer service touch points,

delivering innovative products and achieving end-to-end supply chain collaboration while continually improving productivity. CN's capital spending is critical to running a safe, fluid and productive network and to attaining our growth and service objectives."

CP plans to spend between \$1.1 billion and \$1.2 billion on strategic and targeted investments to improve service and increase network capacity while funding business development and initiatives, said Fred Green, president & CEO. "We are executing our accelerated multi-year investment plan, to further improve service reliability, asset velocity,

# Des milliards de dollar seront affectés à des améliorations ferroviaires

**Le CN et le CP** prévoient consacrer plus de 3 milliards de dollars aux dépenses en immobilisations, en 2012, en vue d'améliorer leurs réseaux ferroviaires, ce qui leur permettra d'augmenter le trafic et de rehausser le service.

Les projets vont des locomotives nouvelles et remises en état au renouvellement des voies, en passant par le matériel spécialisé ainsi que les améliorations et l'expansion du réseau.

En annonçant le projet du CN d'investir 1,75 milliard de dollars, Claude Mongeau, président-directeur général du CN, a déclaré : « Le CN fait passer son modèle d'affaires au niveau supérieur en mettant l'accent sur l'excellence en matière d'exploitation et de service. Nous faisons des progrès considérables dans l'amélioration de tous les points de services des clients, dans l'offre de produits novateurs et dans l'établissement d'une collaboration en matière de chaîne d'approvisionnement de bout en bout, tout en continuant à améliorer la productivité. Le programme de dépenses en immobilisations du CN est essentiel à l'exploitation d'un réseau sûr, fluide et productif et à l'atteinte de nos objectifs de croissance et de service. »

Le CP prévoit consacrer entre 1,1 et 1,2 milliard de dollars à des investissements stratégiques ciblés visant à améliorer le service et à accroître la capacité du réseau, tout en finançant l'expansion des affaires et les initiatives, explique Fred Green, président et chef de la direction. « Au CP, nous exécutons notre plan d'investissements pluriannuel accéléré pour améliorer davantage la fiabilité de notre service, la vitesse de circulation des actifs et l'efficacité opérationnelle, tout en accroissant notre capacité à accommoder de manière sécuritaire et efficace des volumes plus importants. Nous croyons que les investissements que nous faisons selon notre

programme d'investissements de 2012 nous permettront d'atteindre un ratio d'exploitation de plus de 70 % au cours des trois prochaines années. »

Le CN a réservé plus de 1 milliard de dollars de son programme de dépenses en immobilisations à l'infrastructure de la voie, notamment le remplacement de rails, de traverses et d'autres composants de voie ainsi que l'amélioration de ponts, souligne M. Mongeau. Le CN prévoit en outre l'amélioration



and operational efficiency, while expanding capacity to safely and efficiently support higher volumes. We are confident that the investments we are making under our 2012 Capital Plan will allow us to achieve a low 70s operating ratio in the next three years."

CN has earmarked more than \$1 billion of investment program for track infrastructure including replacement of rail, ties and other track materials and bridge improvements, Mongeau said. It also plans rail line and yard improvements on the Elgin, Joliet and Eastern Railway in the United States that CN acquired in 2009 as well as extending sidings along its Edmonton-Prince Rupert corridor and longer passing tracks in Northern Ontario.

Spending on locomotives and freight cars is expected to reach \$150 million this year while \$500 million will be invested in growth opportunities and to acquire information technology to support operational and service excellence and other developments that enhance productivity.



CN will acquire 65 new high-horsepower locomotives as well as 96 second-hand units that will be upgraded. They will handle increased

traffic with enhanced operational efficiency and reduce fuel consumption by permitting the retirement of older, high-maintenance locomotives. Included



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des lignes ferroviaires et des triages de l'Elgin, Joliet and Eastern Railway aux États Unis, dont le CN a fait l'acquisition en 2009, en plus de prolonger des voies d'évitement dans le corridor Edmonton-Prince Rupert, et dans le nord de l'Ontario.

Les dépenses liées aux locomotives et aux wagons devraient atteindre 150 M\$ cette année, alors que 500 M\$ seront consacrés à des occasions de croissance et à l'acquisition de technologie de l'information en vue de soutenir l'excellence en matière d'exploitation et de service et d'autres projets favorisant la productivité.

Le CN fera l'acquisition de 65 locomotives neuves de grande puissance, et de 96 locomotives de grande puissance usagées qui seront mises à niveau. Elles pourront se charger du trafic accru avec une plus grande efficacité opérationnelle et réduire la consommation de carburant; le CN pourra ainsi retirer du service des locomotives plus anciennes nécessitant plus d'entretien. La commande comprend l'acquisition des premières

locomotives équipées de moteurs de traction à courant alternatif (CA), qui procurent une plus grande adhérence et capacité à tirer un plus nombre de wagons à basse vitesse. Elles seront affectées au transport du charbon dans le nord de la Colombie Britannique et en Alberta, région aux pentes raides et aux courbes prononcées.

Les locomotives neuves seront équipées de la traction répartie (TR), qui permet d'améliorer les méthodes de conduite et l'efficacité énergétique. La Compagnie prévoit planter ce système sur la moitié des locomotives haute puissance de son parc, d'ici la fin de 2013.

La TR permet de commander à partir de la locomotive de tête une ou plusieurs locomotives placées ailleurs dans le train. Elle facilite aussi les départs de trains, améliore le freinage et réduit les efforts de traction en tête de train, ce qui contribue grandement à rehausser la sécurité. Les locomotives dotées de la TR permettent d'assortir de façon optimale la puissance de traction au poids du train, ce qui se traduit

pour le CN par une diminution de la consommation de carburant et des émissions.

M. Green ajoute que le CP est déterminé à améliorer sans cesse la fiabilité du service, la vitesse de circulation des actifs, les économies, la productivité et à atteindre la souplesse financière qui permettra d'augmenter la valeur pour les actionnaires. À la fin de la récession de 2008-2009, le CP a accéléré son programme d'investissements pluriannuel qui, selon nous, améliorera beaucoup la productivité, réduira les coûts et permettra d'offrir un service et un réseau de qualité afin de tirer pleinement profit des occasions du marché. »

Le CP est également au milieu d'un programme d'investissement quadriennal, de plus de 400 millions de dollars, visant à accroître et à améliorer l'efficacité, la souplesse, la capacité et la sécurité de son réseau. Cela comprend la construction de voies d'évitement supplémentaires afin de faciliter sa stratégie des trains plus longs dans le

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in the order are CN's first alternating current (AC) locomotives, which offer much higher adhesion or train-pulling ability at low speeds. They will be assigned to heavy-haul coal service in northern British Columbia and Alberta, a region of steep grades and sharp rail curvature.

The new locomotives will come equipped with distributed power (DP) technology, which improves train handling and fuel efficiency. The company expects that 50 per cent of its high-horsepower locomotive fleet will have the technology by the end of 2013.

DP technology permits remote control of a locomotive or locomotives throughout a train from the lead unit. DP provides faster, smoother train starts, improved braking and lower pulling forces at the head-end and within a train, contributing significantly to improved safety. With more optimum matching of motive power to train weight, DP locomotives also reduces fuel consumption and emissions.

Green said CP is focused on "continuously improving service reliability, asset velocity, cost savings, productivity and achieving the financial flexibility necessary to increase shareholder value. Coming out of the 2008-2009 recession, CP accelerated its multi-year capital investment program, which we believe will materially enhance productivity, reduce costs and provide the quality service and network capacity to fully capitalize on market opportunities."

CP is also in the midst of implementing a four-year plan worth more than \$400 million to expand and improve the efficiency, flexibility, capacity and safety of its rail network, he said. That includes constructing additional passing sidings to facilitate its longer train strategy in the Western Corridor, the Prairie North Line between Portage La Prairie and Edmonton, and the U.S. Midwest.

"In addition, we are revitalizing operating information technology systems to better manage our assets and service levels and to seamlessly interface with our customers. We expect these system upgrades

corridor de l'Ouest, la ligne du Nord dans les Prairies entre Portage La Prairie et Edmonton, et le Midwest américain.

« De plus, nous revitalisons l'exploitation de nos systèmes des technologies de l'information afin de mieux gérer nos actifs et nos niveaux de service ainsi que pour interagir plus facilement avec nos clients. Nous nous attendons à ce que ces mises à niveau du système permettent au CP de renforcer la productivité, d'améliorer la gestion de l'actif et d'offrir une meilleure visibilité des envois pour toutes les parties. Nous allons également de l'avant avec nos plans d'application des technologies prédictives à l'Exploitation sur le terrain afin de réduire les coûts, d'améliorer la transparence de la chaîne logistique et d'augmenter l'efficacité opérationnelle. »

Étant donné la croissance du volume, le CP désire établir des relations positives et novatrices avec les clients et les partenaires de la chaîne logistique, poursuit-il. Des produits novateurs et des partenariats avec de nouveaux clients ont créé des débouchés comme l'expédition de trains complets d'éthanol et de pétrole sur de grandes distances. Les améliorations apportées au réseau et une plus grande utilisation de la TR ont augmenté de plus de 15 % la productivité des trains de potasse et de charbon d'exportation à Vancouver.

« En ce qui concerne le charbon destiné à l'exportation, nous prévoyons que l'acheminement des deux tiers de l'augmentation du trafic planifiée de notre plus important client (Teck) dans les trains existants augmentera encore la productivité », dit-il. Teck investit plus de 1 milliard de dollars pour accroître sa production annuelle de charbon et la porter à plus de 30 millions de tonnes, soit une hausse de 30 % par rapport à la production de 2010.

« Des plans semblables sont en place pour allonger les trains intermodaux transcontinentaux de 11 %, car nous absorbons un volume additionnel sur les départs de trains existants », ajoute-t-il.

Ailleurs, le CP investit en vue d'augmenter la capacité de ses

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## Railways and Local Communities

The railway sector is a driver of the economy as well as the safest and most environmentally-efficient form of land transport. Railways serve all sectors of the economy – including natural resources, agricultural products, manufactured goods, tourism and more.

The rail system in Canada and throughout North America enables people to get to work and back each day, and gives local businesses access to regional, continental and international markets. Municipalities are direct beneficiaries of the railways

– enabling them to attract and retain businesses and workers on their territory and to collect property and other taxes.

Contrary to other forms of transportation which use publicly-owned property such as roads, navigable waterways and airspace, railways build, maintain and update their infrastructure and pay significant property taxes on these facilities. The railway sector paid out more than \$150 million in property taxes to Canadian municipalities in 2010.

to position CP to achieve labour efficiencies, improve asset management and provide better shipment visibility to all parties. We are also driving forward with our plans to apply predictive technologies in field operations to reduce costs, enhance supply-chain transparency and increase operational efficiency."

CP wants positive and innovative relationships with customers and supply-chain partners to deal with growing freight volumes, he said. Innovative products and partnerships with new customers have opened new opportunities such as long-haul full train loads of ethanol and oil.

Network improvements and greater use of DP technology has increased the productivity of Vancouver export coal and potash trains by more than 15 per cent.

"In the instance of export coal, we anticipate moving two-thirds of our largest customer Teck's planned growth within existing train starts driving further productivity improvements," he said. Teck is investing more than \$1 billion to expand its annual coal production to more than 30 million tonnes, a 30 per cent increase from 2010 production.

"Similar plans are in place to lengthen transcontinental intermodal

trains, where we are projecting an 11 per cent increase in train lengths as we absorb incremental volume on existing train starts," he said.

Elsewhere, CP is investing to boost the capacity of its lines, Green said. They include a \$100 million for upgrades to the Dakota, Minnesota and Eastern, acquired last year, and other U.S. lines "to allow increased north-south volumes in order to meet increased traffic demands and enabling us to capitalize on the Bakken Formation oil fields strong growth potential."

Then there's preparing for future projects. CN and pension fund manager Caisse de dépôt et placement du Québec are teaming up on an estimated \$5 billion project to establish a new line stretching 800 kilometres from the Port of Sept-Îles north to new mines in Labrador, as part of Quebec's Plan Nord. The project could be completed by 2017 if the partners get agreements from the mining companies.

If it goes ahead, CN could hire up to 1,000 new employees for the project. Shipments on the line could generate \$1.3B in revenue for CN annually.

The railway industry is a classic representative of the old adage of having to spend money to make money. This year provides a good example of the annual rail mega projects the companies have to undertake. ■



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lignes, dit M. Green. Cela comprend une somme de 100 M\$ pour des améliorations au Dakota, Minnesota and Eastern, acquis l'an dernier, et d'autres lignes américaines, « permettant l'augmentation des volumes nord-sud pour répondre à la hausse de la demande de trafic et nous permettre de tirer parti du grand potentiel de croissance de Bakken. »

Et puis, il y a la préparation aux projets futurs. Le CN et le gestionnaire de la caisse de retraite, la Caisse de dépôt et placement du Québec, font équipe dans un projet estimé à 5 milliards de dollars visant à établir une nouvelle ligne s'étendant sur 800 kilomètres depuis le port de Sept Îles vers le nord, jusqu'aux nouvelles mines du Labrador, dans le cadre du Plan Nord du Québec. Ce projet pourrait être achevé d'ici 2017 si les partenaires obtiennent l'assentiment des compagnies minières.

Si le projet va de l'avant, le CN pourrait embaucher jusqu'à 1 000 personnes dans le cadre de ce projet. Les expéditions sur cette ligne pourraient se traduire par des recettes annuelles de 1,3 milliard de dollars pour le CN.

Le secteur ferroviaire est l'illustration classique du vieil adage qui veut que l'on dépense de l'argent pour gagner de l'argent. Cette année nous fournit un bon exemple des méga-projets annuels que les chemins de fer doivent entreprendre. ■



## Le Rail et les collectivités

Le secteur ferroviaire est un moteur de l'économie et le mode de transport terrestre le plus sûr et le plus efficace sur le plan environnemental. Les chemins de fer desservent tous les secteurs de l'économie; ressources naturelles, produits agricoles, biens manufacturés, tourisme, etc.

Le réseau ferroviaire canadien et nord-américain permet aux travailleurs de se rendre au travail et d'en revenir quotidiennement, et donnent accès aux entreprises d'ici aux marchés régionaux, continentaux et internationaux. De ce fait, les municipalités en bénéficient

directement. Il leur permet d'attirer et de conserver des entreprises et des citoyens sur leur territoire, et de percevoir des impôts fonciers et d'autres taxes.

Contrairement aux autres modes de transport, qui utilisent des biens publics, comme les routes, les eaux navigables ou l'espace aérien, les chemins de fer bâtissent, entretiennent et renouvellent leur infrastructure en plus de payer de très importantes taxes foncières sur celle-ci. Le secteur ferroviaire a payé plus de 150 millions de dollars en impôt foncier aux municipalités canadiennes.

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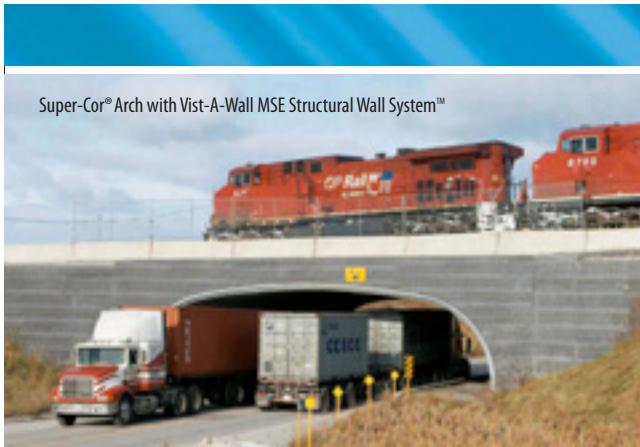
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## Proximity-Related Issues

Most communities developed around the railway. Today they are increasingly concerned with a variety of proximity-related issues – such as noise and vibration from trains, idling locomotives and traffic tie-ups at level crossings. Railway transportation is an industrial activity that uses heavy and noisy vehicles and whose network is accessible to its clients and business partners around the clock.

Development plans should recognize existing railway infrastructures and ensure that nearby residential, commercial or institutional developments take it into account.

Property taxes impact both the major Class 1 railways and lower density short lines; they do not vary with traffic volumes. Railways receive very few municipal services in return for their taxes. This leaves the railways, including the lower-density short lines, bearing a disproportionate amount of an already substantial tax load, and further erodes their ability to reinvest in and develop their infrastructure.

Provincial jurisdictions are confronted with accelerated traffic congestion, environmental degradation and increased road infrastructure costs. As an alternative, a 100-car freight train can carry as much freight as 280 trucks; one passenger train can carry the equivalent of up to 1,000 cars. The provinces should recognize the benefits of rail in addressing road traffic, environmental and road infrastructure concerns. Due to these reasons, and in order to address the inequities of rail property taxation, they should alleviate the charges placed on railway corridors.

Current policies towards rail and intermodal transport fail to address the magnitude and urgency of the new demand challenges and infrastructure requirements. Present policies have been major causes of the increasing congestion, port and border delays and environmental degradation.

Tax policy has a key role to play in moving Canada away from a narrow, highway-biased policy to one based on an efficient, multimodal and sustainable system.

Improved tax equity will also help to ensure Canada's ports, shippers and regions remain competitive.

## Les questions de « Voisinage »

La majorité des collectivités se sont développées autour des voies ferrées. Elles sont aujourd’hui de plus en plus préoccupées par divers problèmes de voisinage allant du bruit et des vibrations liés à l’exploitation des trains et aux locomotives qui tournent au ralenti, au blocage des routes aux passages à niveau. Qui plus est, le transport ferroviaire est une activité industrielle, qui a recours à des véhicules lourds et bruyants et son réseau est accessible à ses clients et partenaires commerciaux 24h/24, 365 jours par année.

Ils croient que les plans d’aménagement doivent prendre en compte l’infrastructure ferroviaire existante et s’assurer que le développement résidentiel, commercial ou institutionnel aux abords de cette infrastructure en tienne compte.

Les impôts fonciers affectent à la fois les chemins de fer class 1 et les chemins de fer d’intérêt local; ils ne varient pas avec les volumes de trafic. Les chemins de fer reçoivent très peu de services municipaux en échange de leurs impôts. Cela laisse les chemins de fer, y compris les CFILs, portant une quantité disproportionnée d’une charge fiscale déjà importante, et réduit encore leur capacité à réinvestir et développer leur infrastructure.

Les autorités provinciales sont confrontés à la congestion du trafic accélérée, la dégradation environnementale et l’augmentation des coûts des infrastructures routières. Comme une alternative, un train de marchandises de 100 wagons peut transporter du fret autant que 280 camions; un train de voyageurs peut transporter l’équivalent de près de 1000 voitures. Les provinces devraient reconnaître les avantages du rail dans la lutte contre le trafic routier, de l’environnement, et les préoccupations de l’infrastructure routière. Pour ces raisons, et afin de corriger les inégalités de l’impôt foncier ferroviaire, ils devraient réduire les charges imposées sur les corridors ferroviaires.

Les politiques actuelles en faveur du rail et du transport intermodal ne parviennent pas à répondre à l’ampleur et l’urgence des défis exigent de nouvelles et les besoins en infrastructure. Les politiques actuelles ont été les principales causes de la congestion croissante des retards, des ports et des frontières et la dégradation de l’environnement.

La politique fiscale joue un rôle clé à jouer pour amener le Canada loin d’une étroite route biaisée politique à un système basé sur un système efficace, multimodaux et durables.

Amélioration de l’équité fiscale contribuera également à assurer les ports du Canada, les expéditeurs et les régions rester compétitif.



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# Railways Win Customer Plaudits

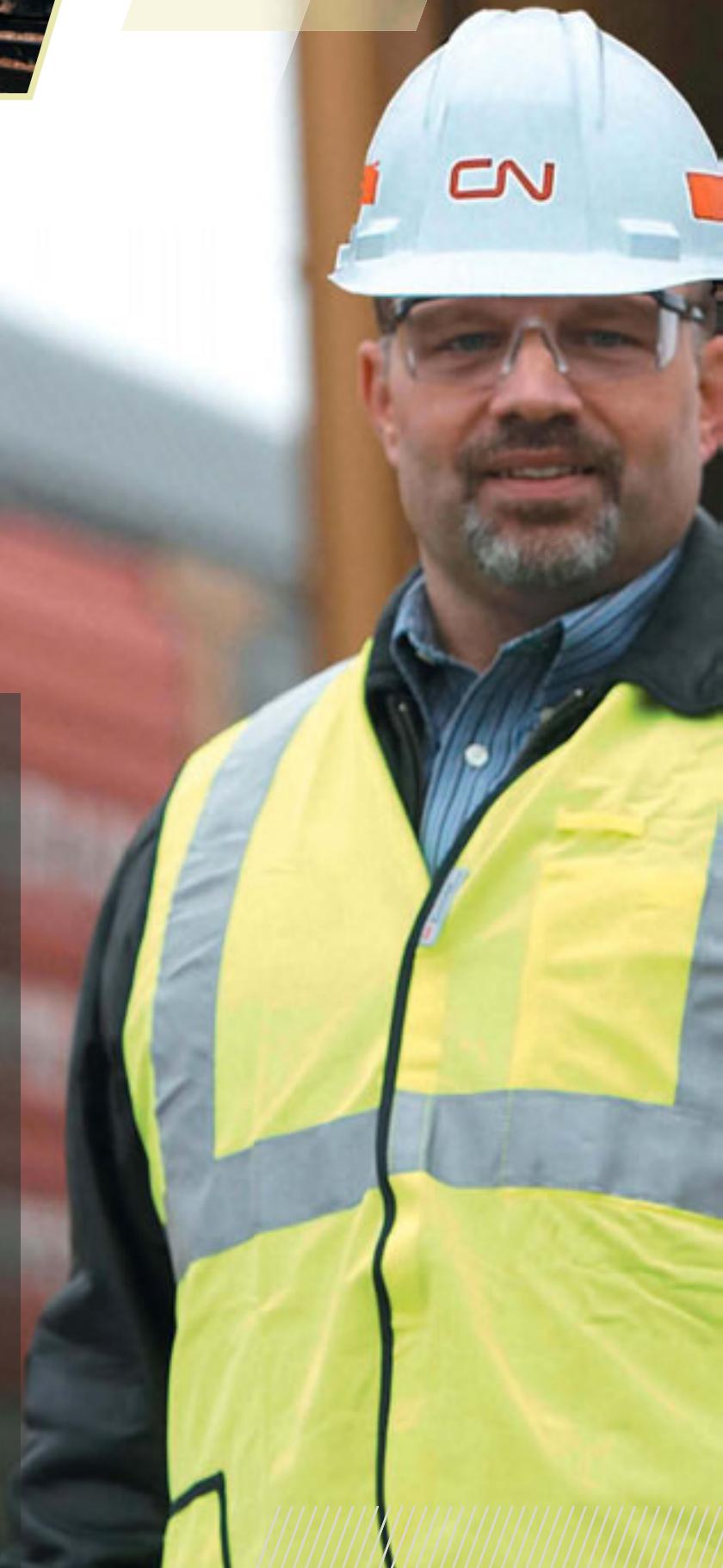
**CN received major** awards from Toyota Canada and Evergreen Shipping that recognize the quality of its rail freight service, while CP has earned praise and business from a number of key shippers.

Both carriers are building on these accomplishments with new services designed to provide customers with the consistent and timely movement of freight.

Toyota presented its Carrier of the Year Award for 2011 to CN for strong teamwork and a shared service vision that allowed the carmaker to meet delivery commitments to dealers across the country.

Evergreen Shipping Agency (America) Corp. selected CN as its 2011 Railroad Company of the Year in recognition of CN's "consistent high level of performance."

Meanwhile CP has a renewed agreement with Canadian Tire Corp that runs to early 2017 and awards the railway with the vast majority of the company's domestic container traffic. "We're delighted to renew our longstanding partnership with CP," said Pat Sinnott, CTC's executive vice-president, supply chain and technology. "We rely on rail extensively to get our goods to market. Rail is the most efficient and sustainable way to move our products and CP is a trusted partner that will enable us to continue to deliver products reliably to over 1,700 Canadian Tire, Mark's and FGL Sports retail locations across the country."



# Des clients acclament les chemins de fer



**Le CN a** reçu de Toyota Canada et d'Evergreen Shipping des prix importants reconnaissant la qualité de ses services de transport de marchandises, alors que le CFCP a obtenu les éloges et la clientèle d'expéditeurs clés.

Les deux transporteurs tirent parti de ces réalisations pour offrir de nouveaux services qui assurent aux clients le transport régulier et ponctuel de leurs marchandises.

Toyota a décerné son prix Transporteur de l'année 2011 au CN pour souligner son travail d'équipe efficace et sa vision partagée en matière de service, ce qui a permis au constructeur d'automobiles de respecter ses engagements au plan de la livraison auprès de concessionnaires à l'échelle du pays.

Evergreen Shipping Agency (America) Corp. a sélectionné le CN comme entreprise ferroviaire de l'année 2011 pour souligner le « niveau supérieur constant de performance » de la Compagnie.

Par ailleurs, le CP a renouvelé jusqu'au début de 2017 son entente avec la Société Canadian Tire Limitée, selon laquelle le chemin de fer acheminera la majeure partie du trafic conteneuriisé en service intérieur de ce grand détaillant. « Nous sommes ravis de renouveler notre partenariat de longue date avec le CP, précise Pat Sinnott, vice-président directeur, Technologie et approvisionnement, chez Canadian Tire. Nous dépendons grandement du chemin de fer pour acheminer nos marchandises sur le marché. Le rail constitue le moyen le plus efficace et le plus durable pour transporter nos produits, et le CP est un partenaire de confiance qui nous permettra de continuer à livrer nos produits de façon fiable à plus de 1 700 points de vente au détail Canadian Tire, L'Équipeur et FGL Sports, à la grandeur du pays. »

Le CP a également créé de nouvelles occasions comme les trains longue distance

d'éthanol et de pétrole. Il se sert également de son accès au pétrole de la formation de Bakken, au gaz de la formation de Marcellus et aux sables bitumineux de l'Alberta pour étendre son rôle dans le secteur de l'énergie. « En conséquence, le CP attire de nouveaux clients qui investissent dans les produits liés à l'énergie et font acheminer ceux-ci par le rail, notamment le pétrole brut, le soufre, les carburants, les diluants et les matériaux clés pour le secteur de l'énergie, comme les canalisations et le sable de fractionnement », déclare la société.

« Grâce à son réseau qui s'étend jusqu'au nord-est des États-Unis, et en passant par le point d'accès de Kansas City, jusqu'à la côte du golfe du Mexique, le CP est en mesure de s'associer au secteur de l'énergie pour contribuer à l'expansion du transport de pétrole et de matières liées à l'énergie. Il faut également noter que le CP achemine environ 1,5 milliard de gallons d'éthanol par année, dont 1,1 milliard de gallons provenant de l'ancien territoire du Dakota, Minnesota and Eastern Railroad, comparativement à environ 390 millions de gallons acheminés par le DM&E avant son acquisition par le CP. »

De plus, le CP transportera d'autres chargements de pétrole brut de la formation de Bakken par trains-blocs, depuis le centre logistique sectoriel projeté de Van Hook, qui sera situé dans le Dakota du Nord. Il sera construit par le U.S. Development Group (USD), et l'on y chargera des wagons aux fins d'expédition à la grandeur de l'Amérique du Nord. Au début, on y assemblera de 15 à 17 trains-blocs de brut par mois, ce qui peut représenter jusqu'à 104 wagons. La capacité sera augmentée de façon que le terminal puisse accueillir jusqu'à 30 trains-blocs par mois, une fois qu'il sera entièrement aménagé.

CP has also created new opportunities such as long-haul trains for ethanol and oil. It is also using its access to the Bakken oil formation, the Marcellus gas formation and the Alberta oil sands to expand its role in the energy business. "As a result, CP is attracting new customers to invest and ship by rail energy related products, including crude oil, sulphur, fuels, diluents and materials key to the energy industry, such as pipe and frac sand," the company said.

"Through our network to the Northeast U.S., and through the Kansas City gateway to the U.S. Gulf Coast, CP is able to partner with the energy industry to facilitate growth in moving oil and energy-related materials. It is also noteworthy that CP now handles approximately 1.5 billion gallons of ethanol annually, including 1.1 billion gallons from the former Dakota, Minnesota and Eastern territory, compared to the approximately 390 million gallons originated by the DM&E prior to its acquisition by CP."

CP will also be moving additional Bakken crude oil by unit train rail from a planned Van Hook industry logistics hub in North Dakota. It is being constructed by the U.S. Development Group (USD). It will load rail cars for shipment across North America. It will initially allow for the assembly of 15 to 17 crude unit trains per month, numbering up to 104 rail cars. Capacity will expand to accommodate up to 30 unit trains per month once the terminal is fully developed.

"CP's commitment to joint market development, service and infrastructure enhancements in the Bakken region make them an important partner as USD continues to grow our network of crude origins and destinations," said Dan Borgen, USD president and CEO. "We have a strong market opportunity in front of us -- by working in close collaboration with CP, our customers and the community, we can safely and rapidly maximize rail shipments of Bakken crude."

Toyota presents the award annually to the railway or truck carrier that has

exhibited the best performance for the automaker in the key performance areas of transit time, quality and customer service.

"Toyota Canada's Carrier of the Year award recognizes the Vehicle Logistics Partner that provides the most reliable service throughout the program year, based on a blend of Key Service Performance metrics," said Tony Kelly, managing director of Toyota Canada Inc.

Evergreen Shipping is a global ocean carrier that serves all continents with container ships, including trades between the east coast of Asia and west coast of North America, including Port Metro Vancouver. CN hauls the line's traffic between the port and Edmonton, Calgary and Saskatoon.

Roy Amalfitano, president of Evergreen Shipping Agency (America) Corp., said, "CN's consistent high level of performance has earned CN this recognition. Evergreen appreciates and recognizes CN's excellence in quality, service and support of our mutual customers and encourages CN to continually improve its performance."

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« L'engagement du CP à l'égard du développement conjoint de marchés et d'améliorations au service et aux infrastructures dans la région de la formation de Bakken en fait un important partenaire, car USD continue d'étendre son réseau de points d'origine et de destinations de pétrole brut, explique Dan Borgen, président et chef de la direction d'USD. Un solide débouché s'offre à nous; en collaborant de près avec le CP, nos clients et la collectivité, nous pouvons rapidement maximiser les expéditions ferroviaires de pétrole brut de Bakken, en toute sécurité. »

Toyota remet son prix annuellement au chemin de fer ou à l'entreprise de camionnage qui, pour le constructeur automobile, a affiché la meilleure performance sur le plan des temps de parcours, de la qualité et du service à la clientèle.

« Le prix Transporteur de l'année de Toyota Canada récompense le partenaire logistique pour le transport de véhicules qui a offert le service le plus fiable tout au long de l'année de référence du programme, compte

tenu d'un ensemble de paramètres de mesure de la performance en matière de service », explique Tony Kelly, directeur gestionnaire principal, Toyota Canada Inc.

Quant à Evergreen Shipping, c'est un transporteur maritime mondial qui dessert tous les continents au moyen de porte-conteneurs, y compris le commerce entre la côte est de l'Asie et la côte ouest de l'Amérique du Nord, notamment au Port Metro Vancouver. Le CN se charge du transport de ligne entre le port et Edmonton, Calgary et Saskatoon.

Roy Amalfitano, président d'Evergreen Shipping Agency (America) Corp., déclare : « C'est la constante performance de haut niveau du CN qui lui a valu cette reconnaissance. Evergreen apprécie et reconnaît l'excellence du CN aux chapitres de la qualité, du service et du soutien de nos clients mutuels, et encourage le CN à améliorer continuellement sa performance. »

Parmi les nouveaux services du CN, on compte une entente d'échange de trafic avec CSX en vue

de l'acheminement de wagons porte-conteneurs chargés depuis Chicago jusqu'à des destinations de la vallée de l'Ohio, comme le nouveau terminal du nord-ouest de l'Ohio de CSX, et aux importants marchés de Cleveland, Columbus et Cincinnati, en Ohio, et de Louisville, au Kentucky.

« Nos ententes d'échange de trafic conclues avec CSX et Norfolk Southern Corporation (NS) pour le trafic de conteneurs transitant par la porte d'accès qu'est Chicago jusqu'aux marchés du nord-est des États-Unis témoignent de l'engagement du CN à améliorer l'efficience des chaînes d'approvisionnement de ses clients, l'objectif étant d'accroître leur compétitivité sur leurs marchés finaux. »

Le CN a en outre lancé des services de transport de conteneurs entre le port de Prince Rupert et Calgary et Edmonton, afin de desservir une économie à la croissance des plus rapides en Amérique du Nord, fondée sur la consommation et l'industrie, et qui a de plus en plus besoin de chaînes d'approvisionnement efficaces.

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Among CN's new services is an interchange agreement with CSX to move loaded container cars from Chicago to destinations in the Ohio Valley such as CSX's new Northwest Ohio Terminal and to the important markets of Cleveland, Columbus and Cincinnati, Ohio, and Louisville, Ky.

"Together, our interchange agreements with CSX and Norfolk Southern Corporation (NS) for container traffic moving over the Chicago gateway to northeast U.S. markets underscore CN's commitment to improving the efficiency of its customers' supply chains, with the goal of making them more competitive in their end markets."

CN has also launched new import/export container train services between

the Port of Prince Rupert and Calgary and Edmonton to serve one of the fastest growing industrial and consumer based economies in North America and has a fast increasing need for efficient supply chains.

To support Alberta's growing transportation requirements, CN is relocating its Calgary Intermodal Terminal to a new, larger 680-acre logistic park in Rocky View County, near the airport in Calgary. Construction is under way and the facility will open in January 2013.

Both CP and CN will benefit from new 10-year deals to haul potash to West Coast ports. CN and Canpotex will also continue work on the feasibility of a potential new potash

export gateway terminal in Prince Rupert.

Steven Dechka, president and CEO of Canpotex, said, "Canpotex is focused on growth, efficiency and strategic investments. We are pleased again to be partnering with CN, a company that shares the same values and will help us achieve these objectives."

CP will get a large share of the Canpotex traffic, which it delivers the mining company's main terminal in Vancouver or to a facility in Portland, Oregon.

To move Canpotex's potash more efficiently and reliably, CP has enhanced the infrastructure of its north main line and western corridor, which handle potash service originating from 10

## Shipper Executives laud CP Service

### **DON LINDSAY, PRESIDENT AND CEO, TECK:**

"As CP's largest customer, we've been pleased with their dedication to ensuring that we get the rail service we need and their deep understanding of our current and long-term needs. That is why we recently increased the volume of business we allocate to CP and, today, both companies are seeing growing economic returns. Fred Green understands that to grow the economy, especially in Western Canada, we need to work together to get the most out of the rail network. We are pleased with his leadership and support of the team in making our joint growth targets achievable."

### **JIM PROKOPANKO, PRESIDENT AND CEO, THE MOSAIC COMPANY:**

"Mosaic and CP have a long and fruitful history together. CP, under the leadership of Fred Green and his team, has proven to be a key business partner by helping us strengthen our distribution network and our competitive position in conjunction with our multi-billion dollar potash expansion projects. As Mosaic continues to build its operational capacity, we have taken our commercial relationship to the next level and are leveraging CP's considerable expertise to augment our future success."

### **ANDREW B. PATERSON, PRESIDENT AND CEO, PATERSON GLOBAL FOODS:**

"As a customer of Canadian Pacific for over 104 years, we at Paterson's rely on our carriers to communicate and develop solutions for issues that

arise in a complex supply chain. Canadian Pacific under Fred's leadership is customer focused and bottom line oriented. Fred knows the Canadian Pacific Railway system inside and out, and without his strong leadership we would not have invested over \$70 million on CP's network over the past year. Fred is an exceptional asset to CP now and in the future."

### **RONALD TEPPER, EXECUTIVE CHAIRMAN, CONSOLIDATED FASTFRATE INC:**

"CFF and CP have been partners for a long time. We have grown to be the largest privately owned LTL rail carrier in the country largely on the strength of that relationship and their extraordinary service. Fred and his team have always been there for us and we will continue to support his leadership for our mutual benefit."

### **RUSSEL MARCOUX, CHIEF EXECUTIVE OFFICER, YANKE GROUP OF COMPANIES:**

"As stated in our mission statement, Yanke is committed to delivering unequalled transportation solutions to our customers. Our ability to deliver on this goal has been a cornerstone of the much valued, and envied, partnership between Yanke and CP. This relationship is significantly influenced by Fred and is core to the strength of the partnership we have with CP. CP's strong commitment to customer service, and the integrity of their leadership team, has been an integral part of Yanke being able to deliver on our Mission Statement. Through our partnership, we have captured new markets, created mutual benefits for both our organizations, and improved supply chain performance. It is an integral partnership that cannot be overemphasized in its value."

Pour satisfaire à la demande de transport croissante de l'Alberta, le CN déménage son terminal intermodal de Calgary dans un nouveau parc logistique plus vaste, d'une superficie de 680 acres, dans le comté de Rocky View, près de l'aéroport de Calgary. La construction est en cours et l'installation ouvrira ses portes en janvier 2013.

Le CP et le CN pourront tirer parti d'ententes de dix ans sur le transport de potasse à destination de ports de la côte ouest. Le CN et Canpotex continueront également d'étudier la faisabilité d'un projet de nouveau terminal d'exportation de la potasse à Prince Rupert.

Steven Dechka, président-directeur général de Canpotex, a pour sa part déclaré : « Canpotex concentre ses efforts sur la croissance, l'efficacité et les investissements stratégiques. Nous sommes heureux de nous associer à nouveau au CN, entreprise avec laquelle nous partageons nos valeurs et qui nous aidera à atteindre ces objectifs. »

Le CP obtiendra une large part du trafic de Canpotex, à destination du terminal principal de la compagnie minière à Vancouver, ou d'une installation située à Portland, en Oregon.

En vue d'acheminer la potasse de Canpotex de façon plus fiable et plus efficace, le CP a amélioré

l'infrastructure de ligne principale nord et son corridor de l'ouest, qui reçoit la potasse provenant de 10 mines de la Saskatchewan. Les améliorations apportées dans le cadre du plan pluriannuel du CP réduisent le nombre moyen de milles de parcours et accroissent la capacité ainsi que la rapidité de réaction du réseau du CP. Les améliorations aux infrastructures du CP s'inscrivent dans son programme d'investissement quadriennal, approuvé par le conseil d'administration à l'automne 2010.

« Le choix du CP pour acheminer la majorité de nos produits au port repose sur la solidité de notre partenariat

## Le service du CP a été louangé par plusieurs dirigeants de grandes sociétés expéditrices

### DON LINDSAY, PRÉSIDENT ET CHEF DE LA DIRECTION DE TECK :

« En tant que plus important client du CP, nous sommes ravis de sa détermination à nous offrir le service ferroviaire dont nous avons besoin et de sa profonde compréhension de nos besoins actuels et à long terme. Voilà pourquoi nous avons décidé récemment de confier au CP une plus grande part de nos besoins en matière de transport; aujourd'hui, nos deux entreprises constatent un accroissement de leurs revenus. Fred Green comprend que l'essor économique, en particulier dans l'Ouest canadien, dépend d'une collaboration intense pour tirer le maximum du réseau de voies ferrées. Nous sommes satisfaits de son leadership et appuyons son équipe en vue de la réalisation de nos objectifs de croissance communs. »

### JIM PROKOPANKO, PRÉSIDENT ET CHEF DE LA DIRECTION, THE MOSAIC COMPANY :

« Mosaic et le CP entretiennent depuis longtemps une relation fructueuse. Le CP, sous la gouverne de Fred Green et de son équipe, s'est révélé être un partenaire d'affaires clé en nous aidant à renforcer notre réseau de distribution et notre position concurrentielle par rapport à nos projets d'expansion de plusieurs milliards de dollars dans le domaine de la potasse. Mosaic continue de renforcer sa capacité opérationnelle, et nous exploitions plus à fond notre relation commerciale avec le CP pour tirer parti de son immense savoir-faire et ainsi accroître notre succès futur. »

### ANDREW B. PATERSON, PRÉSIDENT ET CHEF DE LA DIRECTION, PATERSON GLOBAL FOODS :

« À titre de client du Canadien Pacifique depuis plus de 104 ans, Paterson compte sur ses transporteurs pour communiquer et concevoir des solutions aux problèmes qui surviennent dans une chaîne d'approvisionnement complexe. Sous la gouverne de Fred, le Canadien Pacifique est orienté vers le client et les

résultats. Fred connaît par cœur le réseau de Chemin de fer Canadien Pacifique. Sans sa direction solide, nous n'aurions pas investi plus de 70 millions de dollars dans le réseau du CP au cours de la dernière année. Fred est un atout exceptionnel pour le CP, maintenant et pour l'avenir. »

### RONALD TEPPER, PRÉSIDENT EXÉCUTIF, CONSOLIDATED FASTFRATE INC :

« CFF et le CP sont depuis longtemps partenaires. Nous sommes devenu le plus grand transporteur ferroviaire privé de marchandises de détail du pays grâce, en grande partie, à la solidité de cette relation et au service extraordinaire du CP. Fred et son équipe ont toujours été là pour nous, et nous continuons d'appuyer son leadership pour notre profit mutuel. »

### RUSSEL MARCOUX, CHEF DE LA DIRECTION, YANKE GROUP OF COMPANIES :

« Comme le dit notre énoncé de mission, Yanke s'engage à fournir des solutions de transport inégalées à ses clients. Notre capacité à remplir cet objectif constitue la pierre angulaire de la relation précieuse et enviée entre Yanke et le CP. Cette relation est grandement influencée par Fred et constitue une partie essentielle de la force de notre partenariat avec le CP. Le ferme engagement du CP envers le service à la clientèle ainsi que l'intégrité de son équipe de direction constituent une partie cruciale de la capacité de Yanke à respecter son énoncé de mission. Depuis le début de notre partenariat, nous avons obtenu de nouveaux marchés, créé des avantages mutuels pour les deux organisations et amélioré le rendement de la chaîne d'approvisionnement. Il s'agit d'un partenariat essentiel dont la valeur ne peut être surestimée. »

Saskatchewan mines. Improvements made under CP's Multi-Year Plan are reducing average route miles and improving the capacity and responsiveness of the CP network. CP's infrastructure enhancements are part of its four-year capital investment program, approved by the Board of Directors in the fall of 2010.

"Selection of CP to move the majority of our product to port is a reflection of the strength of our partnership and CP's ongoing commitment to efficiency in the supply chain and in helping to realize our growth objectives," Dechka said.

CP has reached a multi-year agreement with Unimin Corp. for the movement of frac sand from Unimin's facility in Wisconsin. Unimin is North America's leading producer of industrial minerals. It is opening a new facility in Tunnel City, Wisc. next year that will produce two million tons of frac sand.

"We have a long relationship with CP at many of our plants in North America and we are delighted to

expand this longstanding partnership," said Kevin Crawford, Unimin President and CEO. "Rail is an effective way to move our products and CP is a reliable partner that will enable us to continue to deliver products to critical energy markets."

CP has also completed the implementation of its scheduled grain program in Canada and expects its U.S. offering to be implemented by this summer.

In another energy venture, CP said it's shipping crude oil by rail from a new transload facility near Lloydminster, Sask. The facility, operated by NuStar Energy LP, is scheduled for further expansion this summer.

"Moving Canadian crude through CP's North American network is a great complement to our asset base, which includes terminals and a large and expanding fleet of 1,700 coiled and insulated rail cars," said NuStar President and CEO Curt Anastasio. "We believe that moving undiluted heavy Canadian crude by rail to coastal markets is an

economically viable solution that brings added value to the end users, as well as the producers in Canada."

In addition to the new facility near Lloydminster, CP continues to transport oil from other transload facilities in Saskatchewan and Alberta. The transloading process involves the use of a specialized pump and closed loop hose system, which safely transfers the oil from trucks to purpose-designed rail cars.

On any given week, three to seven CP trains laden with crude oil from the North Dakota Bakken field whisk across North America, bypassing pipeline bottlenecks that are depressing oil prices. In 2009, when CP started dabbling in crude oil transportation, it moved 500 of its black barrel-shaped cars out of the basin. Last year, its oil trains carried 13,000 cars and soon CP could be moving 70,000 cars or more a year. With each tank car containing 650 barrels of oil, that's 126,000 barrels a day.

The railways succeed because they offer service that customers can count on. ■

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et sur l'engagement continu du CP à l'égard de l'efficience dans la chaîne d'approvisionnement et de son apport dans la réalisation de nos objectifs de croissance », explique M. Dechka.

Le CP a conclu un accord pluriannuel avec Unimin Corp. concernant l'acheminement de sable de fractionnement depuis les installations d'Unimin au Wisconsin. Unimin, chef de file des producteurs de minéraux industriels en Amérique du Nord, ouvrira l'an prochain à Tunnel City, au Wisconsin, une installation qui produira deux millions de tonnes de sable de fractionnement.

« Nous entretenons une relation de longue date avec la CP à plusieurs de nos usines en Amérique du Nord, et nous sommes ravis d'étendre ce partenariat, explique Kevin Crawford, président et chef de la direction d'Unimin. Le rail est un moyen de transport efficace pour nos produits, et le CP est un partenaire fiable, qui nous permettra de continuer à livrer nos produits aux marchés de l'énergie qui sont cruciaux. »

De plus, le CP a mis en œuvre son programme céréalier planifié au Canada et prévoit lancer celui des États-Unis cet été.

Dans le cadre d'une autre initiative, le CP a annoncé qu'il achemine du pétrole brut par rail depuis ses nouvelles installations de transbordement situées près de Lloydminster, en Saskatchewan. Ces installations, exploitées par NuStar Energy LP, devraient être agrandies cet été.

« Le transport de pétrole brut canadien sur le réseau nord-américain du CP est un bel ajout à notre structure de l'actif, qui comprend des terminaux et un important parc de 1 700 wagons chauffés et isothermes, a dit Curt Anastasio, président et chef de la direction de NuStar. Nous croyons que le transport par rail du pétrole brut non dilué canadien vers les marchés côtiers est une solution économiquement viable qui apporte une valeur ajoutée aux utilisateurs et aux producteurs du Canada. »

En plus des nouvelles installations près de Lloydminster, le CP transporte du pétrole à partir d'autres centres de transbordement en Saskatchewan

et en Alberta. Le processus de transbordement demande l'utilisation de pompes spéciales et d'un système de conduites en boucle fermée qui transfèrent en toute sécurité le pétrole des camions vers des wagons spécialement conçus à cette fin.

Toutes les semaines, de trois à sept trains du CP chargés de pétrole brut provenant du champ pétrolifère Bakken parcourent l'Amérique du Nord, évitant les goulots d'étranglement des pipelines qui font baisser les prix du pétrole. En 2009, lorsque le CP s'est attaqué au transport de brut, il a acheminé 500 de ses wagons noirs en forme de baril depuis le bassin. L'an dernier, ses trains ont acheminé 13 000 wagons de pétrole, et le CP pourrait bientôt acheminer plus de 70 000 wagons par année. Chaque wagon-citerne contenant 650 barils de pétrole, cela représente 126 000 barils par jour.

Les chemins de fer sont couronnés de succès parce qu'ils offrent un service sur lequel les clients peuvent compter. ■

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# Safe, Secure and Getting Safer

**Canada's railways run** an average of 1,100 passenger and goods trains every day, often over some of the world's most rugged terrain and in some of the world's worst weather conditions. Canada's railways have the best safety record in North America and provide by far the safest means of ground transportation in Canada.

## Safety Regulation

Rail safety is highly regulated in Canada. Transport Canada (TC) has regulatory oversight over the sector via various legislation and acts, rules and regulations etc. TC has stringent rules dictating track inspection, track maintenance, equipment inspection and maintenance that are rigorously applied and enforced. All incidents are reported to and investigated by the Transportation Safety Board of Canada.

Amendments to the Railway Safety Act in 1999 required railways to implement Safety Management Systems (SMS) to integrate safety into day-to-day operations. SMS did not replace or lessen any existing safety rules or regulations, nor did it lessen the oversight capabilities of Transport Canada in any way. In fact, SMS represented an additional layer of regulation on top of existing requirements. SMS moved all parties away from a program basis where the number of regulatory interventions is the key measure, toward a risk management culture where the key measurements are based on safety performance results.

SMS added new requirements for railways to:

- Ensure they have safety targets and report results to Transport Canada;
- Develop processes to ensure employees are aware of regulations;
- Maintain policies beyond minimum requirements;
- Measure, monitor, and track hazards and defects;
- Solicit employee input, and
- Mitigate hazards to reduce or eliminate risks.

## Rail Safety

The performance of Canadian railways in terms of safety has steadily increased over the last decade. From 2001 to 2010, the accident rate per million main-track train-miles fell from 22.82 to 15.88, a 30.4 per cent improvement in safety performance by the freight railways.

In 2011 there were 103 main track derailments a 16 per cent reduction from the 122 main track derailments recorded in 2000. The definition of "derailments" can be as limited as a wheel being off-track but not the rail car.

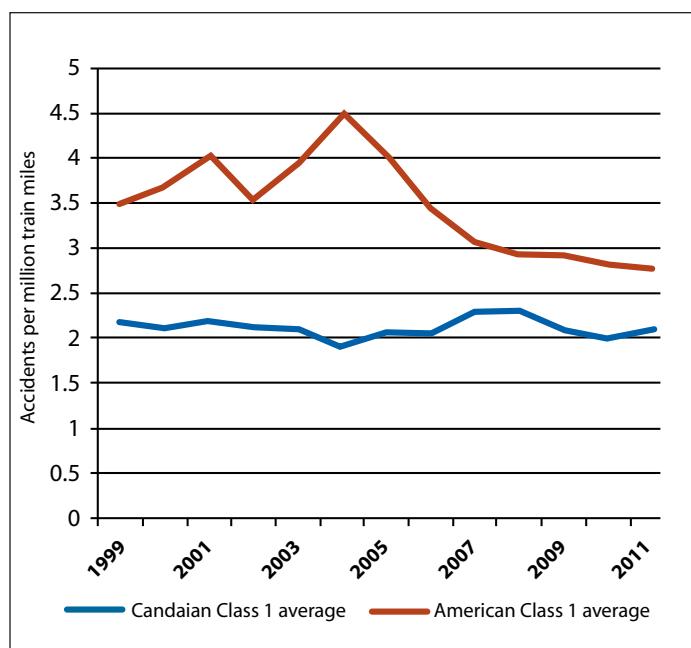
## Passenger Rail

Canada's passenger and commuter railways are among the safest in the world. In 2010 they carried more than 73 million passengers. Passenger railways (inter-city and commuter rail services) registered 68 train accidents in 2011, seven less than in 2001. The accident rate for passenger railways is determined by calculating the number of accidents per million intercity passengers and rail commuters. The accident rate in 2010 was 1.05, a 4.9 per cent decrease from the five year average between 2006 and 2010. Also noteworthy is the five-year 25 per cent reduction in the accident rate from 1.34 in 2005 to 0.85 in 2010. (Rail Trends 2011, RAC)

## Rail Crossings and Trespassing Accidents

Through RAC, Rail companies in Canada are engaged in an active and highly successful public information and education campaigns to reduce the number of crossing and trespassing incidents. Innovative initiatives, such as Operation Lifesaver, are having a direct and positive impact.

Since 1980 the number of crossing collisions (where a train and motor vehicle collide) in Canada has fallen dramatically from over 800 annually to 169 in 2011, a 79 per cent decline! While this reduction speaks to the success of safety efforts undertaken in that time, there still remains unnecessary loss of life and injury with 71 fatalities and 51 serious injuries occurring in 2011 as a result of crossing collisions and trespassing on rail property. ■



# Sécuritaires et de plus en plus sûrs

**Les sociétés membres** de l'Association des chemins de fer du Canada (ACFC) acheminent en moyenne 1 100 trains voyageurs et marchandises chaque jour, souvent sur des terrains parmi les plus accidentés au monde et dans des conditions météorologiques parmi les plus difficiles qui soient. Malgré ces conditions difficiles, ils sont les plus sécuritaires en Amérique du Nord et constituent de loin le moyen de transport de surface le plus sûr.

## La réglementation

La sécurité ferroviaire est fortement réglementée au Canada. Transports Canada (TC) assure la surveillance réglementaire du secteur par le biais de diverses lois, actes, règles et règlements. Des règles strictes dictent l'inspection de la voie, son entretien, l'inspection de l'équipement et son entretien. Ces règles sont rigoureusement appliquées

et respectées. Tous les incidents sont signalés et étudiés par le Bureau de la sécurité des transports du Canada.

Des modifications apportées à la Loi sur la sécurité ferroviaire en 1999 ont requis aux chemins de fer à mettre en œuvre les systèmes de gestion de sécurité (SGS) pour intégrer la sécurité dans les activités quotidienne des opérations ferroviaires. SGS n'a pas remplacé ou réduit les règles de sécurité ou les règlements existants, et n'a diminué en aucune façon le rôle de supervision de Transports Canada en matière de sécurité ferroviaire. En fait, SGS représente une couche supplémentaire de réglementation au dessus des exigences existantes.

SGS ajouté de nouvelles exigences pour les chemins de fer en ce qui a trait à:

- Veiller à ce que qu'ils aient des objectifs de sécurité et que les

résultats soient transmis à Transports Canada;

- Développer des processus pour assurer que les employés sont informés des règlements;
- Maintenir des politiques au-delà des exigences minimales;
- Mesurer, observer, et rapporter les dangers et les défauts;
- Solliciter la contribution des employés et
- Atténuer les risques pour réduire ou éliminer les risques.

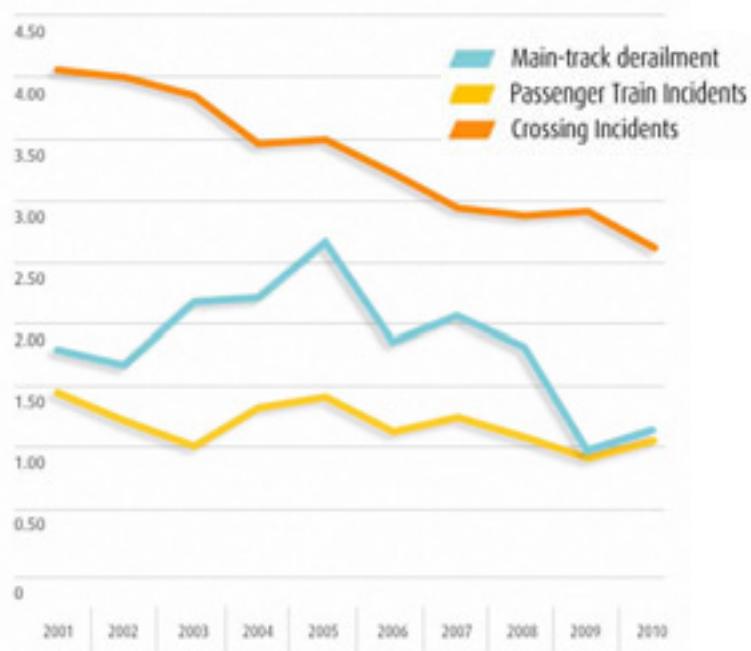
## La sécurité ferroviaire

La performance en matière de sécurité des chemins de fer canadiens s'est constamment améliorée au cours des dix dernières années. La performance en matière de sécurité de 2001 à 2010 démontre que le taux d'accidents par millions de tonnes-milles brutes a diminué, passant de 22,82 à 15,88, soit une amélioration de 30,4 % de la performance en matière de sécurité des chemins de fer marchandises.

En 2011, 103 trains étaient impliqués dans des déraillements en voie principale soit une réduction de 16 % par rapport aux 122 déraillements en 2000. Sont comptés sous le vocable déraillement tout incident impliquant allant d'une roue qui quitte le rail (mais pas le wagon).

## Les chemins de fer passagers

Comme leurs homologues des trains de marchandises, les chemins de fer passagers du Canada et des chemins de fer de banlieue sont parmi les plus sûrs au monde. En 2010, ils portaient et déplacé quelques 73 millions de passagers. Les chemins de fer voyageurs ont enregistré 68 accidents de trains en 2011, soit sept de moins qu'en 2001. Le taux d'accidents des chemins de fer voyageurs est établi en calculant le



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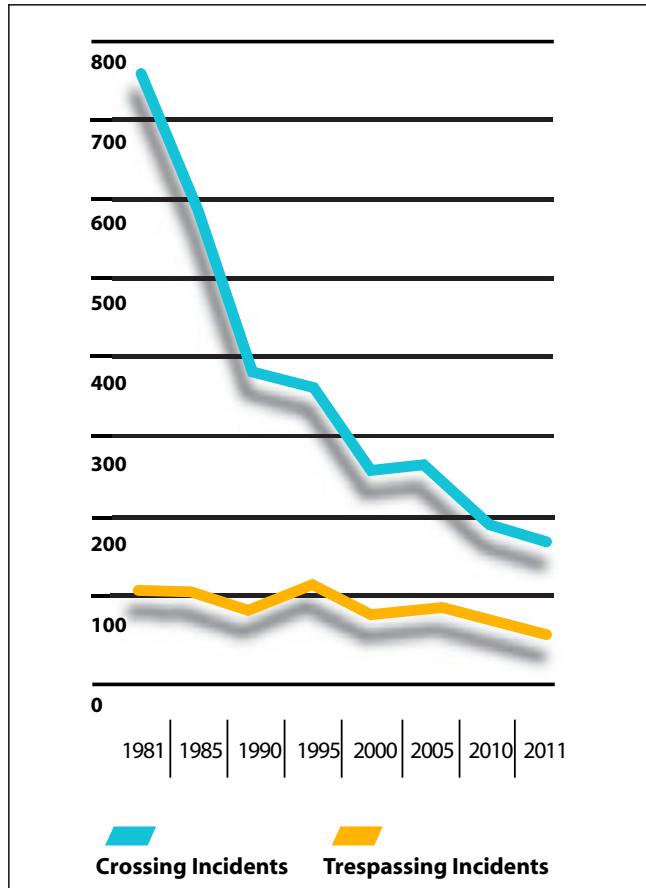


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nombre d'accidents par million de voyageurs intervilles et d'utilisateurs de trains de banlieue. Le taux d'accidents a fortement baissé, passant de 1,05 en 2010, une diminution de 4,9 % par rapport à la moyenne enregistrée entre 2006 et 2010. Est également digne de mention la diminution de 25 % du taux d'accidents sur cinq ans, qui est passé de 1,34 en 2005 à 0,85 en 2010 (Tendances ferroviaires 2011, ACFC).

## Les incidents aux passages à niveau et l'intrusion

Par l'entremise de l'ACFC, les sociétés ferroviaires canadiennes prennent part à de très populaires campagnes d'information et d'éducation du public afin de réduire le nombre d'accidents aux passages à niveau et dus à des intrusions. Des programmes, comme les initiatives de sensibilisation d'Opération Gareautrain, ont eu une incidence sur l'amélioration de la sécurité.

Depuis 1980, le nombre de collisions aux passages à niveau (c'est-à-dire entre un train et un véhicule routier) a considérablement diminué au Canada, passant de plus de 800 par année à 169 en 2011. Même si cette diminution démontre le succès des initiatives de sécurité lancée à ce moment, on déplore toujours des décès et des blessures qui auraient pu être évités - 71 décès et 51 cas de blessures graves, en 2011 - lors de collisions à des passages à niveau et d'intrusions dans la propriété de chemins de fer. ■

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With state-of-the-art technology and CP ingenuity, we are propelling the Canadian economy forward.



RAC President and CEO Michael Bourque (L) and OL National Director Dan Di Tota engage in a conversation on public-rail safety with a group of middle-school (Gr. 7 & 8) students at Glen Cairn P.S. in Ottawa to kick-off Operation Lifesaver Public-Rail Safety Week.

# Public Rail Safety Week

## Sets Course for a Safer 2012

**Operation Lifesaver (OL)** held its 10th Public Rail Safety Week (PRSW) amid recent increases in trespassing and crossing incidents. From April 30 to May 6 OL volunteers and partners worked to reverse this worrying trend by again reaching out to Canadians through hundreds of local events and activities such as crossing blitzes, mock collisions, public service announcements and presentations to schools, youth clubs, drivers associations and community groups to improve drivers' and pedestrians' behaviour.

National statistics from the first quarter of 2012 made this year's PRSW efforts paramount, as accidents, injuries and fatalities all increased in comparison with the first quarter of 2011;

as relating to crossings and trespassing, accidents increased 25 per cent, serious injuries were up 88 per cent and fatalities rose 20 per cent.

Pierre Poilievre, MP for Nepean-Carleton and Parliamentary Secretary to the Minister of Transport, Infrastructure and Communities, emphasized the importance of rail safety before parliament during PRSW. His sentiments of preserving the safety and security of Canadians around the tracks was marshalled across Canada by Operation Lifesaver, Canadian National Railway, Canadian Pacific Railway, Go Transit, the Ministry of Transportation, Via Rail and many others.

## OL Reveals OFF THE RAILS (OTR) Contest Winners

OFF THE RAILS inaugural year winners were announced at an event in Ottawa attended by Transport Minister Denis Lebel. The P.R.U.N.E.S. and teams from Glen Cairn P.S. in suburban Kanata were awarded prizes of \$500 each for their respective second place in the English Print category and third place in the English Multimedia.

Operation Lifesaver was pleased to receive more than 30 submissions from across Canada. The OTR contest challenged youth aged 11-14 (grade 7 and 8 students) to create a rail safety message urging their peers to stay off the rails. The contest was nationwide and included four submission categories: print English, print French, multimedia English and multimedia French. Youth put their artistic and creative talents to work in developing posters, videos and comic strips that articulated the essential rail safety facts that all Canadians should know.



Operation Lifesaver National Director Dan Di Tota presents a \$500 prize to Team P.R.U.N.E.S Adam Welch and Austin Rothenberg and teacher Andrew Gibson of Glen Cairn P.S. in Ottawa, for a winning entry in the English "multimedia" category of the OFF THE RAILS contest.



Operation Lifesaver National Director Dan Di Tota presents a \$500 prize to Team 'Blah Blah' (Zgy Herrena, Haley Therien, and Rose Fletcher) and teacher Andrew Gibson of Glen Cairn P.S. in Ottawa, for their winning entry in the English "print" category of the OFF THE RAILS contest.

## Engaging the Community

Nothing impresses upon people the importance of rail safety more than a face-to-face conversation with those who are in enforcement and education. In this spirit rail enforcement personnel were out among the people, shaking hands, handing out educational material and conducting crossing blitzes in every province and territory across the country.

In Belleville Ontario, Via Rail visited a number of local schools, malls and public rail crossings to get the rail safety message out.

They also held a special event at the Belleville Children's Safety Village. The event brought together Via Rail security and risk management personnel, local politicians and police enforcement, and CN police staff to collectively impress upon youth that their safety is Canada's number one priority and that the best way to stay safe is to know the rules when they are around rail crossings and properties.

Via Rail also made a donation to the Children's Safety Village to further foster their ability to help promote safety-first among Canada's youth.

In Brockville the CN Police greeted motorists at local crossings and took a moment to discuss the safety procedures that everyone should know when approaching a rail crossing. Advice such as never race a train, never drive around, under or through a railway gate and always slow down as you approach a crossing so that you can listen and look both ways before crossing are simple, yet life-saving tips commuters received from CN Police.

While there are over 37,000 rail crossings in Canada and over 1,100 trains operating on the tracks every day, the safety procedures at every crossing are the same and every motorist should know them.

In Toronto, Go Transit engaged folks at Union Station with plenty of safety materials created by Operation Lifesaver. With resources such as the Rover the Rabbit Activity Book, Go Transit empowered parents with fun and

*continued on page 34*

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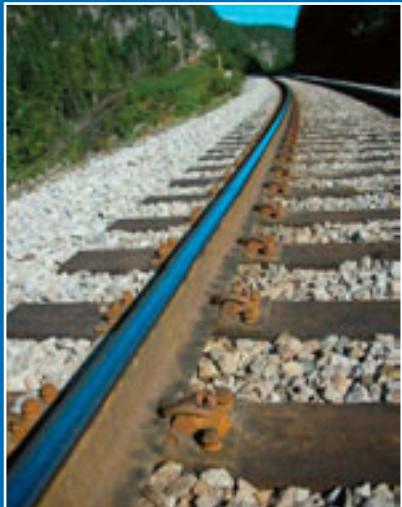
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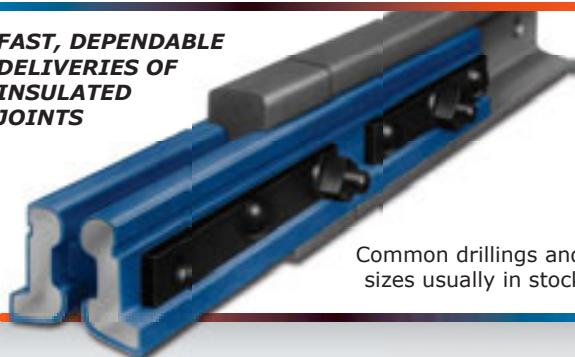
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**Making the Connection**

## Canadians Love Rail

A national survey conducted by the Railway Association of Canada on public opinion of rail safety efforts in Canada revealed that while Canadians hold rail transportation in high regard as one of the nation's most essential means of commuter and commercial transportation, they are largely unaware of the safety initiatives associated with the rail industry.

"What these results tell us is that while we have reached over five million Canadians with rail safety information, we still have a long way to go in reaching the remainder of the population," said Dan Di Tota, National Director, Operation Lifesaver. "The near unanimous consensus and support for the growing role of rail in Canada places an even greater importance on expanding awareness of rail safety. Efforts such as Rail Safety Week must continue to scale if we are to reach all Canadians and achieve our goal of continued reduction in rail-related accidents and injuries."

## Safety Week

...continued from page 32

creative resources to help them make rail safety fun for their children to learn about.

### Engaging the Youth

Improving on safety trends in the future means safety prevention today, especially with the youth. During PRSW youth were a primary focus and aside from dozens of visits to public schools, a number of special events unfolded.

In Saskatchewan the Minister of Highways and Infrastructure, the Honourable Jim Reiter, visited McLurg Elementary School where he handed out Train Safety Activity Books and engaged the children in a True or False activity relating to rail safety.

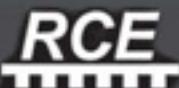
"Trains are often fascinating to children, but what most don't understand is that trains can be very dangerous," Reiter said. "It's important children know they should never, ever play on or near the tracks. Our

ministry is being proactive in raising public awareness by distributing these train safety books, so children will learn what to do when near trains, railway crossings and tracks."

Meanwhile in Sudbury Ontario, the SKIP (Sudbury Kids Injury Prevention) Coalition held its 2012 Rock N' Rail Crusade, an event that highlights the SMARTRISK No Regrets Live Program tailored at helping teens make smart choices in risky situations. CN Police Constable Ryan Deane was present at Lively Arena to help kick-off the crusade at the start of PRSW. Constable Deane helped enlightened the youth to the risks around rail crossings and properties and provided them with some stark facts such as it takes over 18 football fields for a train to stop that is going 120 km per hour.

In Kanata Ontario, Operation Lifesaver and the Railway Association of Canada (RAC) were at Glen Cairn public school to celebrate the winners of Operation Lifesaver's Off The Rails

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## Safety Week

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contest. The contest challenged youth between the ages of 11-to-14-years old (grade 7 and 8 students) to create a rail safety message urging their peers to stay off the rails. The contest was nation-wide and included four submission categories: print English, print French, multimedia English and multimedia French.

Of the 10 winning submissions, two of them came from Glen Cairn public school.

Dan Di Tota and RAC President and CEO Michael Bourque spent the morning at Glen Cairn speaking to the students about PRSW and the importance of rail safety. In addition they presented team P.R.U.N.E.S and team Blah Blah with prizes for their winning submissions in the print English and multimedia English categories.

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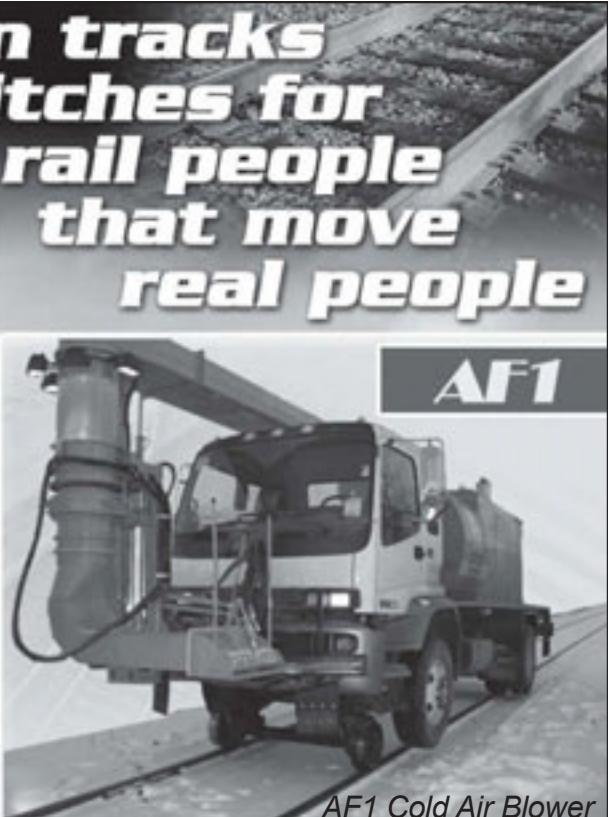
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# Safety Week

...continued from page 36

## Engaging Social Networks and The Media

PRSW made terrific inroads with the media and social networks in 2012, both essential components to spreading the word about rail safety.

Constable Paul Leaden of the CN Police was on CTV Winnipeg's Morning News, Dan Di Tota conducted nearly a dozen radio interviews with outlets such as CBC Radio, and the Regina Leader Post spoke with Sgt. David Creasy of the CP Police and published a lengthy article informing the public about the importance of rail safety.

In addition to media, PRSW saw a flurry of activity in the Twitterverse and on Facebook, with dozens of rail-safety advocates sharing and cross-pollinating PRSW info and highlights between and within their networks.

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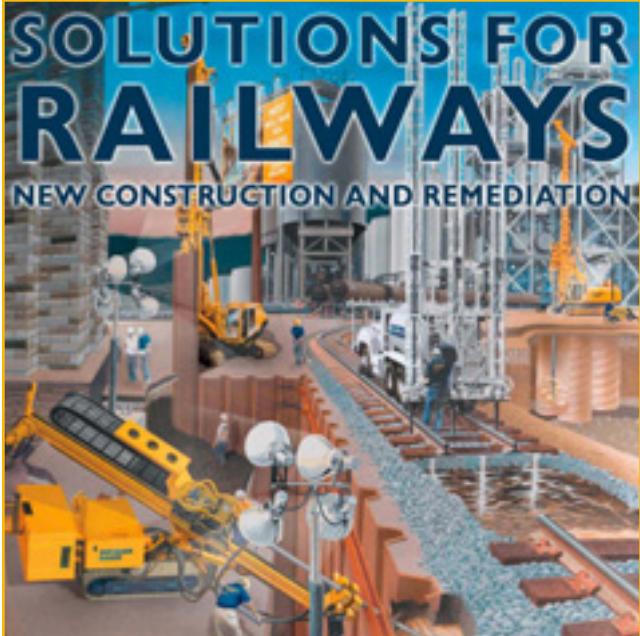
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# Safety Week

...continued from page 38

## Spreading the Message

Keeping Canadians safe around rail crossings and properties is a year-round effort by Canada's rail industry, yet one that is brought in to special focus during PRSW. For seven days hundreds of people and dozens of organizations concerned with rail safety band together and reach out across Canada - to communities, to the youth, to the media and across the Internet and social networks with the belief that raising awareness of rail safety will save lives.

"I can't tell you which crossing blitz, or school presentation, or media story about rail-safety will result in someone's life being saved in the future, but I can tell you that lives were saved this week," Dan Di Tota said in response to the rallied support by Operation Lifesaver partners and volunteers during PRSW. "We couldn't have asked for more from our partners and volunteers during Public Rail Safety Week and I am confident the outpouring of effort and involvement will help us turn 2012 around and re-establish a trend of declining incidents of injuries and fatalities occurring at rail crossings and properties." ■



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# CEMR wins RAC 2012 Marketing Award



*"CEMR's efforts were instrumental in fuel industry participants meeting government requirements and fuel market demands, while maintaining all quality parameters."*

– Mac MacDonald  
CEMR Sales and  
Business  
Development Manager

**Central Manitoba Railway** Inc. (CEMR) has won the Railway Association of Canada's 2012 Marketing Award for the pivotal solution it developed for diesel fuel suppliers in Manitoba.

Mac MacDonald, CEMR's sales and business development manager, says the shortline was approached in the fall of 2010 by Astra Energy for help in meeting a provincial mandate that required all diesel fuel contain 2% bio-diesel.

Astra, a bio-diesel supplier, and its customer, Imperial Oil, wondered if CEMR could solve the

logistical, technical and infrastructure challenges of meeting the mandate that came into effect in 2011, MacDonald explains. The railway came up with its Bio Diesel Blending Initiative, which won the marketing prize.

The St. Lawrence Railway was runner-up with its plan for a distribution centre for windmill parts.

During 2010, the Manitoba fuel industry realized it wasn't ready to meet the provincial bio-diesel mandate, MacDonald explains. "The



specialized dedicated infrastructure, handling and blending processes, and even supply chains were not in place to meet the legislated requirement. In short, those responsible for the fuel distribution system were resource constrained and had a real possibility of not being in compliance."

The province's fuel is funneled through two large distribution terminals. One is an Imperial Oil facility located on the CEMR system which receives traffic from both CN and CP. The solution was "a highly innovative transportation,

transloading, and fuel blending process that addressed all critical issues – infrastructure, logistics, and manufacturing processes," MacDonald stated.

The solution included short haul transport by rail of Low Sulfur Diesel from the Imperial Oil facility to CEMR's Transportation Centre six miles away. There the diesel was blended with biodiesel railed from the United States by CP and interchanged at this location.

The Centre handled the unloading and high precision blending of the two fuels and reloading in tank cars for de-

livery back to the Imperial Oil terminal. CEMR had commissioned "the development and construction of a technically advanced mobile blending and transload unit to meet the specialized and technically demanding process requirements necessary to fulfill customer quality standards," MacDonald explains.

"CEMR facilitated the combined transload and blending of the fuel utilizing only mobile equipment, tank cars and transload track infrastructure. This innovative approach made the construction of expensive tanks, loading racks

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and piping systems unnecessary. By combining the transload with the blending process CEMR saved multiple handling of the product. All local transportation of component fuels was handled exclusively by rail.

"CEMR implemented safety and environmental protection protocols in a unique application to ensure maximum safety and environmental risk mitigation," he added. "Examples include smart hoses, spill and leak protection fittings, top load/unloading, overload protection, and advanced computer control systems. Finally, CEMR pulled the entire project together with only three months between agreement signature and the first car blended."

A video demonstrating the capabilities of this equipment can be viewed on CEMR's transloading division web page by clicking on Feature Project at <http://www.candomodal-logic.com>.

With the co-operation of its partners, CEMR contributed to both government and industry environmental leadership initiatives, MacDonald noted. "This problem solving approach is indicative of the CEMR customer focused culture that develops solutions that go well beyond traditional rail transportation parameters.

"Over two years CEMR blended and transported Imperial Oil's summer diesel, consistently on schedule and on specification, without a single environmental or safety incident," he added. "CEMR's efforts were instrumental in fuel industry participants meeting government requirements and fuel market demands, while maintaining all quality parameters." ■

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**Following on from** a very successful North American Rail Summit (NARS) two years ago, The Railway Association of Canada (RAC) and the Canadian Association of Railway Suppliers (CARS) are again collaborating to stage the Bi-Annual Canadian Rail Summit 2012 which will be held October 14-16 in Montreal.

An open AGM and tradeshow started as an experiment for the RAC to bring members and rail business partners together several years ago in Vancouver. With more than 600 participants and 60 booths as a coordinated effort with our partners in the U.S., NARS 2010 took the Canadian rail industry to a new level and "allowed us to extend our reach across the border for the first time" said Bruce Burrows, vice president, public and corporate affairs, for the Railway Association of Canada. "The feedback we received was unanimous for a need to highlight rail operations and business opportunities focused solely on the Canadian market."

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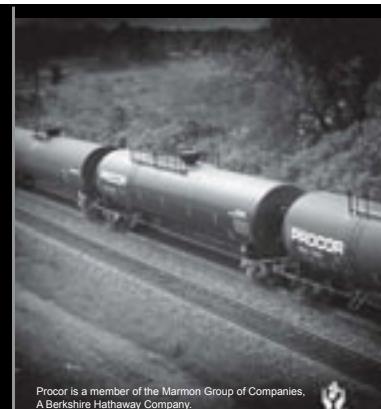
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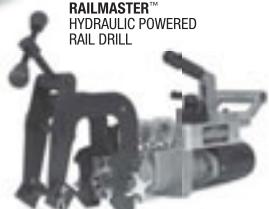
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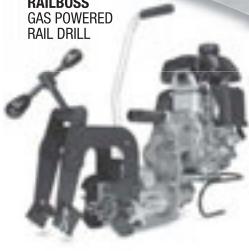
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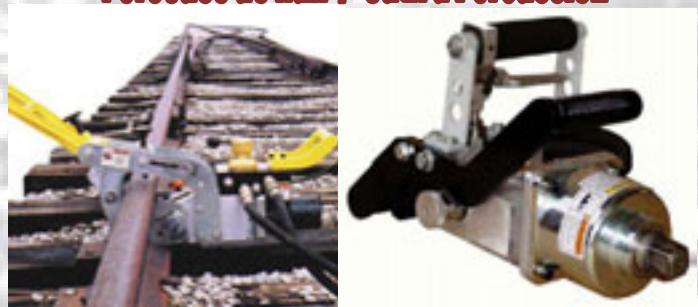
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