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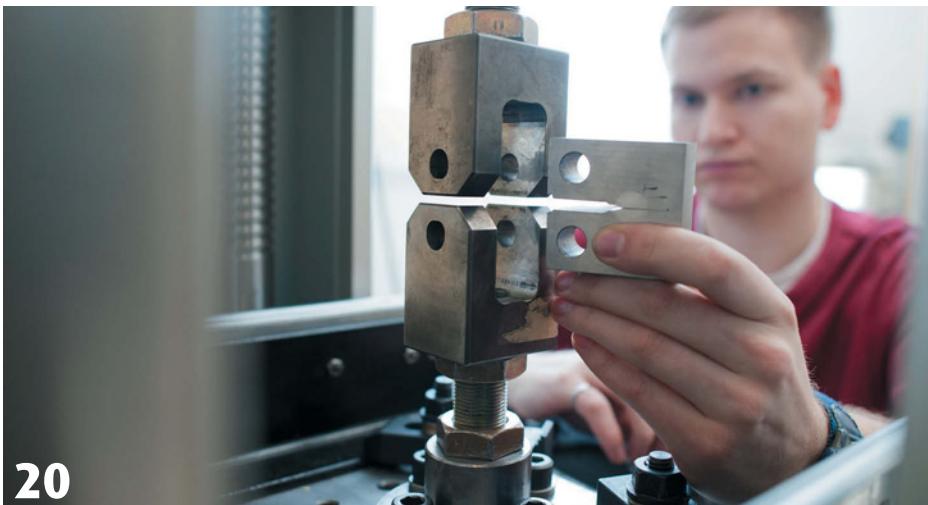
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President's Message | Le message du président



A poll commissioned by Léger marketing for the Railway Association of Canada earlier this year highlighted some surprising attitudes by Canadians about freight rail. It seems that a great majority of Canadians (87 percent) would support the government providing funding for freight rail. Surprising, because the rail industry is not asking the government for such subsidies, nor does it receive any today.

In fact, the railway business in Canada is privately owned and operated. Railways build, operate, maintain and police their own tracks and infrastructure, including bridges and tunnels. Although the question was not included in the survey, it wouldn't be surprising to find that 50% of legislators in the country believe that freight railways are at least partly owned or subsidized by government. Perhaps because of our great history involving railways, there is an enduring myth that government still owns them. This isn't the case, of course, and for 2012 railways are on track to spend some \$3 billion investing in this considerable infrastructure.

Unfortunately, when something has as much history as rail, myths come with the territory and it can take a long time to change perceptions. Another example is service: as early as 2005, some shippers were lobbying the government for regulated service agreements. This led to the 2008 Rail Freight Service Review and the appointment of Jim Dinning to facilitate discussions between rail customers and railways and his final report earlier this year. In other words, a lot of process spread over an extended period of time. However, during the period from 2008 to 2011, service improved by 50 percent, according to data supplied by the shippers themselves. Although this improvement in service was understood in the marketplace, the myth perpetuated in Ottawa and the Federal Government introduced the "Fair Rail Freight Service Act," on December 11.

A related myth is that shippers are paying a high price for rail service in Canada. The popular thinking is that Canada is a large country, geographically, and so it stands to reason that our freight rates would be higher to offset the investment that needs to go into infrastructure. Again, this perception is dead wrong. According to data from the World Bank and the American Association of Railroads, we know that Canada and the US have the lowest freight rates in the world. Lower than China and Russia, where there are considerable public subsidies for operations and infrastructure and lower than European countries, which are small and densely populated.

Yet another myth, a holdover from the days of government monopoly (or maybe from the Board Game), is "market power". More than one study has been done about the rates that Canadian railroads charge for their services, including

Un sondage réalisé plus tôt cette année par Léger Marketing pour le compte de L'Association des chemins de fer du Canada a mis en lumière certaines opinions surprenantes des Canadiens à l'égard du transport ferroviaire marchandises. Il semble les Canadiens appuieraient en grande majorité (87 %) le financement public du transport ferroviaire marchandises, ce qui est d'autant plus étonnant que le secteur ferroviaire ne demande pas au gouvernement de lui verser des subventions et qu'il n'en reçoit aucune actuellement.

En fait, les entreprises ferroviaires au Canada sont détenues et exploitées par des intérêts privés. Les chemins de fer construisent, exploitent, entretiennent et contrôlent leurs propres voies et leur infrastructure, dont les ponts et les tunnels. Bien que la question n'ait pas été posée dans le sondage, il ne serait pas surprenant d'apprendre que 50 % des législateurs au pays croient que les chemins de fer marchandises appartiennent au moins partiellement à l'État ou bénéficient de subventions gouvernementales. Peut-être qu'en raison de notre formidable histoire à laquelle sont associés les chemins de fer, il existe un mythe persistant voulant que ceux-ci soient encore détenus par l'État. Bien entendu, ce n'est pas le cas et, selon les prévisions, les entreprises ferroviaires investiront en 2012 quelque 3 milliards de dollars dans leur importante infrastructure.

Malheureusement, un secteur si imprégné d'histoire comme le rail a suscité l'émergence de mythes qui se sont solidement enracinés, et l'évolution des perceptions demande du temps. Prenons l'exemple du service : dès 2005, certains expéditeurs exerçaient des pressions auprès du gouvernement afin d'obtenir des ententes de service réglementées. C'est ce qui a suscité la tenue, en 2008, de l'Examen des services de transport ferroviaire de marchandises et la nomination de monsieur Jim Dinning pour faciliter les discussions entre les clients et les chemins de fer. M. Dinning a publié son rapport final plus tôt cette année. Autrement dit, il y a eu un processus intensif qui s'est étendu sur une longue période. Or, dans l'intervalle de 2008 à 2011, le service s'est amélioré de 50 %, selon des données fournies par les expéditeurs eux-mêmes. Bien que cette amélioration du service ait été reconnue sur le marché, le mythe a perduré à Ottawa et, le 11 décembre, le gouvernement fédéral a annoncé l'introduction d'un projet de *loi intitulé Loi sur les services équitables de transport ferroviaire des marchandises*.

Un autre mythe connexe circule selon lequel les expéditeurs paieraient un prix élevé pour le service ferroviaire au Canada. Selon la croyance populaire, il semble raisonnable, compte tenu de l'étendue géographique du Canada, que nos tarifs marchandises soient plus élevés pour contrebalancer les investissements nécessaires dans l'infrastructure. Encore une fois, il s'agit d'une perception complètement fausse. Grâce à des données fournies par la Banque mondiale et l'Association of American Railroads, nous savons que le Canada et les

rates charged to customers that have no competitive options such as trucking or another railroad, and abuse of market power has never been found. CP and CN are fierce competitors, who also compete with other railroads in North America, trucking, barges and other water transport and short line railroads. The vast majority of customers have access to other carriers. Moreover, they have access to existing provisions under the Canada Transportation Act, designed to give customers competitive options and ultimately impose regulatory outcomes on the railways. With the introduction of the new freight service legislation, they will have additional protection and the right to a service agreement.

I have had the pleasure of meeting many transportation and logistics professionals and have learned a great deal about the changes and evolution of transportation in North America over the past few months. There is less difference between the needs and concerns of truckers and railroads than one might think. More than one trucking executive has been heard describing their reaction to the recession and resulting slow growth. Their focus is on running fewer trucks; on utilizing the equipment they have more efficiently; eliminating empty trailers; on charging for all of their services, especially premium services such as information tracking and logistics that save money for their customers. They have had to get lean, in the same way that a manufacturing customer has introduced lean manufacturing practices. They have introduced longer trucks, including those with multiple trailers and larger trailers.

continued on page 51

États-Unis présentent les tarifs marchandises les plus bas au monde. En fait, ils sont plus bas que ceux de la Chine et de la Russie, où les entreprises bénéficient d'importantes subventions publiques visant l'exploitation et l'infrastructure, et plus bas que ceux des pays européens, qui sont petits et densément peuplés.

Un autre mythe se perpétue depuis l'époque du monopole de l'État sur le secteur, soit celui du « pouvoir sur le marché ». Plusieurs études ont été menées au sujet des prix que demandent les chemins de fer canadiens pour leurs services, incluant les prix demandés aux clients ne disposant d'aucune autre solution concurrentielle auprès d'un autre chemin de fer ou d'une entreprise de camionnage. Or, aucune de ces études n'a révélé l'existence d'un pouvoir sur le marché. Le CP et le CN sont de farouches concurrents, qui se mesurent aussi à d'autres chemins de fer en Amérique du Nord, à des transporteurs routiers, à des exploitants de bateaux et d'autres moyens de transport par eau ainsi qu'à des chemins de fer d'intérêt local. La grande majorité des clients ont accès aux services d'autres transporteurs. De plus, ils peuvent se prévaloir des dispositions existantes de la *Loi sur les transports au Canada* qui prévoit l'offre de solutions concurrentielles aux clients et, à terme, l'imposition aux chemins de fer de solutions réglementaires. Avec l'introduction de la nouvelle législation sur le transport ferroviaire des marchandises, les clients profiteront d'une protection additionnelle et auront droit à la négociation d'une entente de service.

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A great deal more change coming

Interview with CP's Hunter Harrison



Appointed on June 29, Hunter E. Harrison wasted no time in months of strategy sessions. On July 4, his first day in his new Calgary office, he arrived at CP headquarters and held a nine-hour marathon review meeting the result of which has set the course for the swift changes he intended to implement in short order. In the room were executives from marketing and sales, operations and core HQ functions who heard first hand Harrison's observations and expectations. It was then that he declared that he would move immediately to an operations focused railway with only one goal, that of providing the best possible service to customers.

In early December he laid out additional plans to implement disciplined execution of a new operating plan that provides premium service for

customers to move CP from laggard to leader in four years.

The changes announced include:

- work force adjustment of 4,500 and future sizing to match emerging volumes;
- closing of hump yards at Montreal, Toronto, Winnipeg, Alyth (Calgary), and Bensenville (Chicago) to be converted to flat switching yards;
- reorienting the internal culture and cut out bureaucracy by centralized planning and decentralized execution;
- building 12-15,000 ft. sidings to accommodate longer trains.

Mr. Harrison graciously accepted Interchange's invitation to share his plans to turn CP around and make it more profitable, and bring the operating ratio down from the worst in the industry to one in the mid 60 percent range.

Interchange

We understand that you've been pretty busy talking to CP's rank and file since your arrival. What have you learned?

Hunter

I have been through all of our major terminal complexes in some level of detail and listened to the local personnel explain to me the various operations and processes.

I realize they're anxious. We've already implemented a great deal of change here in the first six months. There'll be much more coming. However, it's my sense that people are ready to embrace that change. CP's a great franchise with a lot of opportunities. I know people at CP are ready to move from the bottom to the top.

Interchange

What are the top two or three areas of change you see being required?

Hunter

Well, it's basically two things. We've got to get our costs under control. The second thing, where

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we've already seen a lot of success is a real focus on asset utilization and turning our assets.

We have closed the hump operation at Toronto, Bensonville, Winnipeg, Alyth and Chicago, where we also have consolidated our intermodal operation into one yard from two.

The reason for that, which people really don't understand, is those yards are 1950s and 1960s vintage humps. Our mix of business has changed significantly since then. If you go back to that period of time, 80 to 85 percent of the cars that we handled had to be sorted, classified, switched, whatever term you use, so there was a need for the hump.

The nature of our business has changed. Bulk and intermodal, which compromises over 70 percent of our business, is all handled in unit trains. We certainly didn't need classification yards. We're going to a more flat switching mode of operation, and that's been a pretty dramatic change for people. But once again they've embraced it well, and productivity has gone up, that has allowed our service velocity and train speed to improve. So we have seen positive benefits from those changes already.

Interchange

How about the service side? What have you been hearing from customers that you speak with? What's been their reaction?

Hunter

Well, we have initiated change in our major intermodal markets where we effectively took a

day out of service from Vancouver to Toronto, and Vancouver to Chicago, both ways, which has certainly helped our intermodal offering. And there is a shift that's taking place where we're developing a culture that every officer, every leader in the company, develops a real passion for service for the customer. We are moving away from a more centralized service approach to one where the person on the ground is really sensitized to those needs, and reacts to them in a very fast, efficient manner.

I have now sat down face to face with most of our major customers. They have been patient with us, given that they sense what the end product might be. I think they are encouraged that this is going to be a stronger CP, which is good for them, good for Canada and I think that they're looking forward to seeing the advantages of the improved service offering.

Interchange

As you know the industry is very focused on the rail freight service review, and the impact it could have on service plants and customer relations. Any thoughts on that?

Hunter

I think that we're maybe into the fifth year of the review. I've read the report and on balance I didn't take much issue with it. But, you know, the devil's always in the detail.

CN is the best operating railroad in the world right now in my view. We at CP hope to achieve





what they're achieving someday. As predicted, CP is quickly changing. I believe that within two or three years the two best railroads in the world will be both based in Canada. I think Canada has the best rail system in the world, and regarding the Service Review, I'd be careful about tinkering with success.

I think any system that creates, or encourages, adversarial relationships between the rails and the shippers is not the way to go. With due respect, railroading can be a pretty complex business. I would proceed very cautiously with legislation.

Interchange

You have built a reputation for precision railroading. What will be CP's guiding principles going forward in terms of its operating philosophy?

Hunter

Well, I don't think it's any different than what I've tried to instill in organizations that I've been associated with, going back to the early 90's with Illinois Central. These principles are basically: service (do what you say you will do), safety, cost containment and asset utilization which I mentioned earlier. And I guess probably the most important principle of the whole is to recognize that successful organizations have successful, good people.

Interchange

Do you see yourselves having to bring in some more new blood at the senior level?

Hunter

We've really only made one change (Chief Technology Officer) at the senior level, as far as bringing in, "new blood". We've had, I guess, four leaders at the senior level that for various reasons have left the organization. You know, in a couple of cases, it was because of expiration of contracts, and those people have decided not to stay. They certainly had the opportunity, but, you know, they decided it was time to retire or move on ... and we have not replaced those individuals.

I have not filled the Chief Operating Officer's job, and that's by design. I need some time to get a better feel for what's going on, and understand what we really need in that position. I don't want to lock in any time lines, but certainly within the next year we'll choose someone whether it's internal or external, whether it's a he or she, to step in to the position of COO, which will probably be an expanded role.

We've cut through a lot of the bureaucracy at headquarters, where we were clearly top heavy, and we've set out on a mission to reduce some layers and get the decision making made in a lot quicker fashion, and to be more reactive to the market. Besides that one position in IT, the other positions have been filled internally and I don't really see the need or the opportunity to go outside. Now having said that, if some star railroader comes along, and they're available, and we think that they can do something to add to this organization, we'd certainly take a look at bringing new talent in.

Interchange

Going back to your point about cutting out the bureaucracy, do you see CP being in active hiring mode once this plan is fully implemented? The industry, as you know has an older workforce and we have a lot of employees coming up for retirement in the next three to five years. Where does that all shake out for CP?

Hunter

We clearly need to cut through these layers of bureaucracy and we're fortunate to some degree that we have this high attrition rate that you've described. So I don't think it's any secret that this company, when all is said and done, is not going to have as many employees and/or contractors as we have today. Much of that can be dealt with through attrition. The changes being implemented will cause some people to have to shift and learn a new discipline, or maybe relocate. But if they're willing to do that, chances are we've got a position for them.

And then I think we'll be in a new position to start rebuilding where that's required.

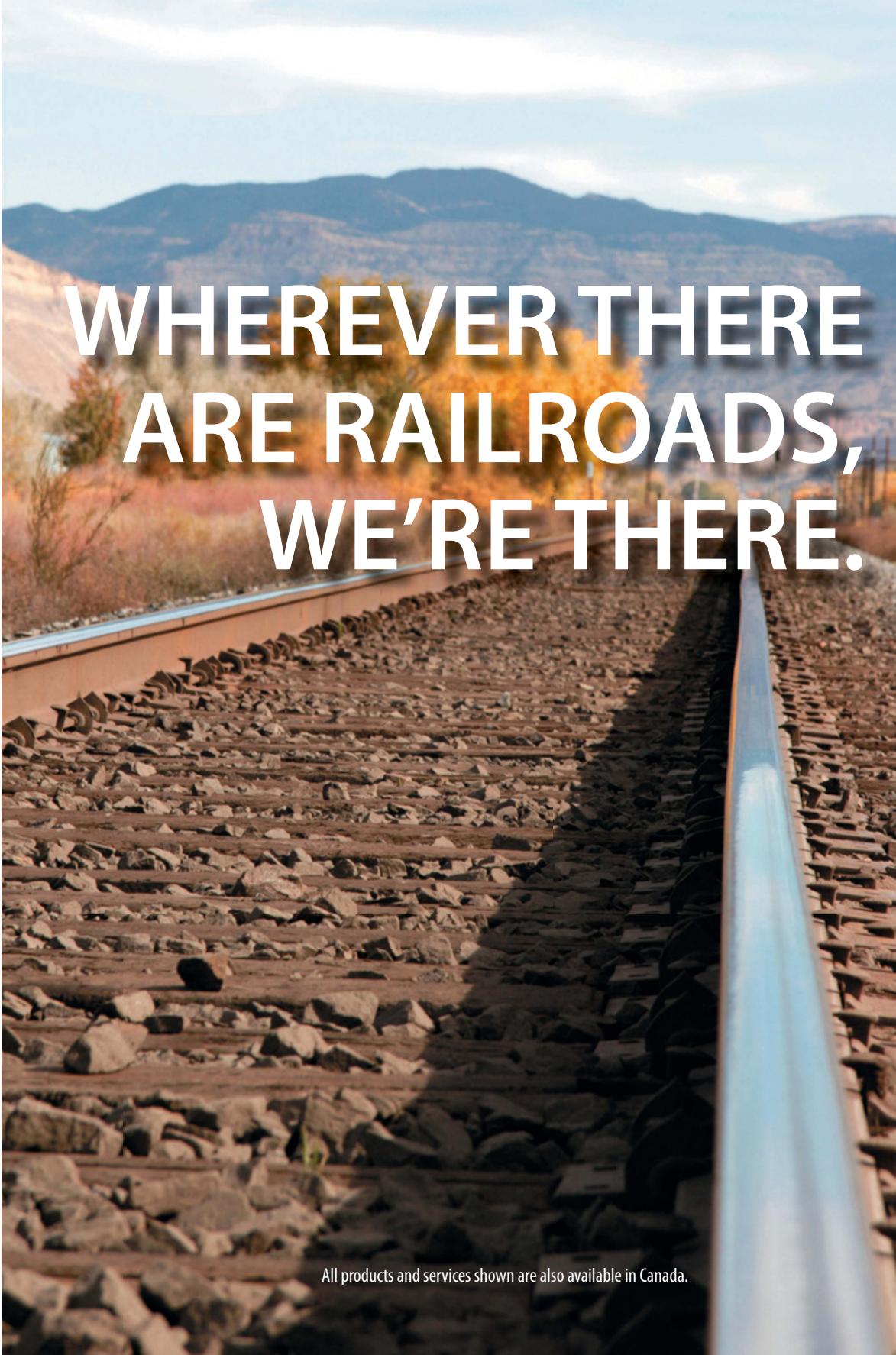
Interchange

Tell us more about your asset utilization efforts and how this will help achieve your plan.

Hunter

Yes absolutely. You know, in spite of all the debate in the proxy contest about the "structural issues", I don't see us having any such issues. We can compete with the best of the railroads in North America with the physical plant we have.

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Canadian Pacific Announces New Senior Operations Team

Canadian Pacific announced the senior operations team who will lead the execution of the new service plans. Doug McFarlane is appointed Senior Vice-President U.S. Operations. Guido De Ciccio is appointed Senior Vice-President Canadian Operations. Scott MacDonald is appointed Senior Vice-President Operations (System). All three seasoned railroaders will report directly to President and CEO E. Hunter Harrison.

MacDonald joined CP in 2003 as Director, Locomotive Maintenance. After holding the position of Service Area Manager – Mechanical, he was promoted to General Manager, Operations followed by Assistant Vice-President roles in Operations and Transportation. In 2010, MacDonald was appointed Vice-President Transportation. Prior to his career at the railway, MacDonald spent 13 years with the Canadian Forces as an Aerospace Engineering Officer and seven years with GE Transportation Systems. He holds a Mechanical Engineering Degree with Honors and a Masters of Engineering in Thermal Power.

De Ciccio began his career with Canadian Pacific in 1976 in the Mechanical department and then spent a brief period in Marketing & Sales. He then returned to Operations and served as Service Area Manager for Montreal & North East U.S., General Manager, Eastern and Assistant Vice-President, Eastern Operations before stepping into the role of Vice-President Canadian Operations in 2010. De Ciccio holds a Bachelor of Commerce Degree from Concordia University.

McFarlane joined CP in 1976 and his career spans from a labourer in the Mechanical department to a qualified conductor and locomotive engineer, and key executive roles in Operations, Transportation, Interline, Marketing & Sales and Labour Relations leading to his appointment of Vice-President U.S. Operations in 2010. He currently sits on the Boards of the Belt Railway Company of Chicago, Indiana Harbor Belt Railroad Company, Kansas City Terminal Railway Company and MT Properties, Inc. He is also on the executive of the Chicago Planning Group. McFarlane has a Masters in Business Administration from Queen's University.

train starts that will create more productive, heavier, longer trains and fewer people.

Another example would be the service changes we made to intermodal. People were saying, well that's good, you know ... that's excellent for service, and so forth ... and it is good for service and it is one of the reasons we did it, but what people overlook is: by taking that day out of the transit time, and in a couple of cases a little more than a day, it reduces the overall requirements for locomotives on the system by about 40 locomotives. Now, if you reduce 40 locomotives, there's a certain number of people that are associated with maintaining those locomotives, and there's a certain number of associated parts and materials which otherwise

eats up working capital, and so, all this starts to fit together.

Interchange

To what extent are you looking at your physical track network and how it is properly sized to meet your customer demands?

Hunter

Absolutely. If you look at the "typical railroad", 50 percent of the expenditure might be replacement capital, and then there's some productivity capital, where we're going to spend a good bit on siding extensions and brand new sidings. This will eliminate some bottlenecks that will allow us to run longer trains even more effectively without adversely affecting speed and velocity. So, that's going to be a big effort for the next year or so. Having said that, the bucket of capital that I spend annually is around 1 billion dollars.

I don't see this changing significantly over the next three or four years. Because, for example, we had a good deal of money budgeted for locomotive replacements. We've taken "in round numbers" 400 locomotives out of service; some we've monetized and scrapped or sold, but there's about 350 in storage status that are in reserve for growth. So the requirement that we saw in the past for additional locomotives has already gone down, but we'll redeploy those savings in infrastructure and we're doing that work a little differently. The sidings that we have are short (5000-6000 ft). Instead of letting them sit there and rust, we're going to take the steel and combine it with another siding, which reduces our capital outlay because you don't have to buy new rail.

Interchange

We touched on the economy and how in some circles there's optimism and other circles it's pessimism. Where do you see growth coming for CP?

Hunter

Well everybody's excited about the energy sector and related areas, so I think it's probably our most exciting and immediate area of growth, but if you also look at what people are talking about in the future, that's clearly a big one for us.

The Canadian economy is driven by commodities and certainly grain is a given. Hopefully export coal, with the strengthening of the world economy, is going to be a big force, and if some issues break loose in the potash market, then this

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is one of those pretty stable commodities where we're in good shape.

In the other merchandise products like paper and lumber I think we're going to have some rebound and I'd like to see us make some efforts through our service offerings to gain market share back that we had lost in those areas.

Interchange

You've mentioned your service offering a number of times in this interview. As you execute your new four year plan, how is that defined in terms of some of the metrics? What do you see as being important?

Hunter

Well, you know, it's important that you understand the market and your customers. One of the things that has an impact, which some tend to overlook, is interest rates which are almost nonexistent now.

25 years ago prime in the U.S. was up around 20 percent and people were talking about their carrying costs being near 50 percent. Speed in this context is important. That's when you first started hearing about just-in-time with intermodal really becoming a hot commodity.

Now carrying costs are not as important; I hear anecdotal stories that some of the steam ship lines coming from Asia are cutting back their speeds on the high seas to save fuel. This begs the question as to why we are trying to run fourth morning inland if they're slowing down at sea? Is fourth morning, compared to fifth, of value to the customer? If it's valuable to



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New Schedule, Faster Services

Canadian Pacific announced new faster intermodal train services connecting Vancouver to Toronto or Chicago. The new schedules remove a day from the 2,600-mile Toronto to Vancouver transcontinental trains and two days from the 2,200-mile Vancouver to Chicago train service.

"With lower dwell times in our terminals, more efficient transit times, and optimized asset utilization, we can provide this improved service," said Canadian Pacific Executive Vice President and Chief Marketing Officer, Jane O'Hagan. "As part of the global supply chain we want to help our customers be more competitive in the markets they serve."

Through a complete redesign of the railway's transcontinental package, combined with the benefits from previous capital investments to CP's network, shippers looking for fast and reliable shipping solutions with consistent overall transit time can take advantage of CP's new schedules to reach existing and emerging North American and international markets.

This new transcontinental service is part of the evolution at CP as more enhancements are being pilot tested across the network creating further service improvements.

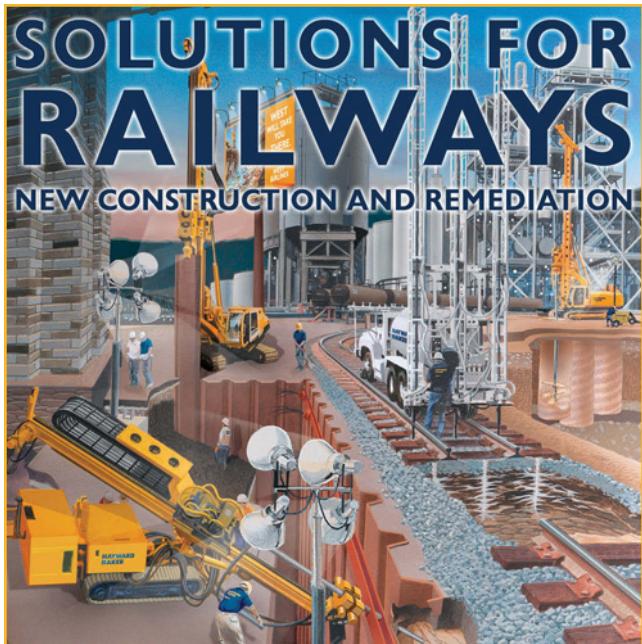
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the customer, will he be willing to pay a premium for guarantees?

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Interchange

Will you be aiming for a certain percent of on time service delivery?



Hunter

From time to time we have offered customers guaranteed service. Now, to get "guaranteed service", one might have to pay a little premium for it. Some want the guaranteed service and the lowest price, but that sometimes doesn't work well. Given the needs of that customer, or that market, or that sector, we've always said in the past that we will hold ourselves to 90 percent. We tell customers that we can't be at 100 percent, because there are outside factors beyond our control. I think the market place recognizes and understands that, and I think that if we reach those kinds of levels and do it on a consistent basis, we will gain our fair share of the market.

Interchange

So it is fair to say a key part of your plan going forward is that you intend to improve your service offering?

Hunter

We've already seen some of our numbers pick up, pretty significantly. For example, if you look at train speed and the true velocity including everything from "the time the train starts to the time it gets to destination and stops, holding it at the terminal for three or four hours, crew changes and all the work and rest", we have improved that metric in the range of 8-10 percent. We've seen the dwell times go down in terminals in spite of the fact that we're moving trains with much smaller staffs and we have closed the humps; all those things are "headed in the right direction."

Interchange

If there is one message that you'd like to convey, what would that be?

Hunter

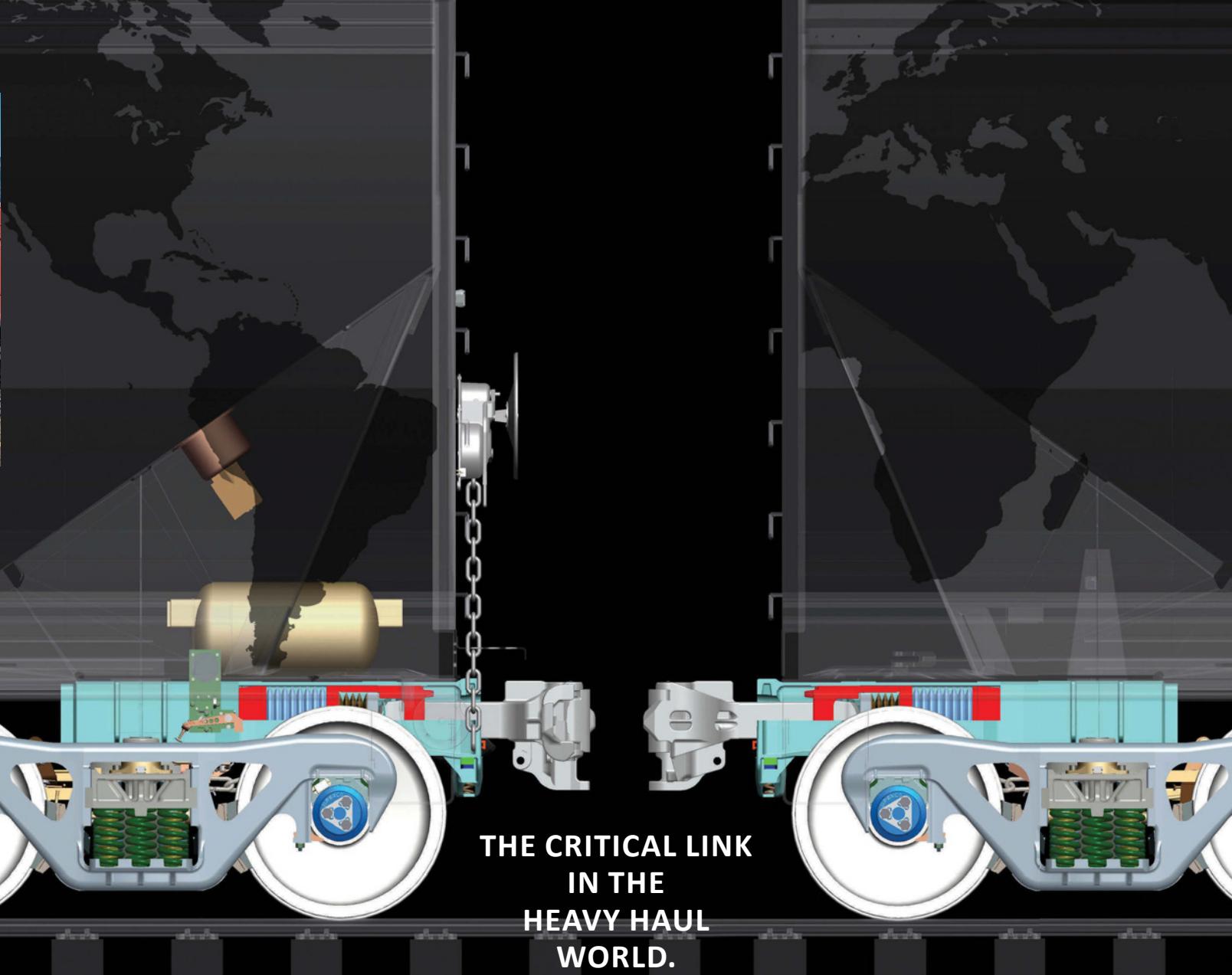
I would say this. This company is going to go through a lot of change, and I think change is good. Some of us don't deal with it very well, but it's change for all the right reasons. It's intended to strengthen our franchise, to put it in a position to offer better service to our customers, to give better returns to our shareholders, and at the same time to provide a safe environment and workplace for employees moving forward. ■

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New lab will tackle Canadian railway geographical challenges



Dr. Derek Martin, director of CaRRL, was awarded an Alberta Innovates Technology Futures Tier 1 Industry Chair in Railway Geomechanics, as well as an NSERC Industrial Research Chair in Railway Geomechanics.

Operating a scheduled railway means keeping trains moving. Reducing delays resulting from rock and snow slides and roadbed-related track failures is a key priority for Canadian railways.

To delve into these and other issues, the railway industry and the federal government have joined forces to create the Canadian Rail Research Laboratory (CaRRL) at the Edmonton campus of the University of Alberta. Other partners in the venture are Alberta Innovates Technology Futures (AITF), the Association

of American Railroads (AAR), CP, CN, National Research Council Canada, the University of Alberta and Transport Canada.

Funding for CaRRL during the next five years will come from Transport Canada (\$1.1 million), AITF (\$1 million), AAR, CP and CN (\$500,000 each) and the Natural Sciences and Engineering Council (\$1.5 million). Dr. Derek Martin, director of CaRRL, was awarded an Alberta Innovates Technology Futures Tier 1 Industry Chair in Railway Geomechanics, as well as an NSERC Industrial Research Chair in Railway Geomechanics.

Mike Lowenger, vice president of the Railway Association of Canada, says the impetus for creating the lab came from the recommendations of the 2007 Railway Safety Panel report that called for more use of technology to improve the safety of train operations.

The Railroad Research Advisory Board of Canada took up the proposal and garnered financial support to create the lab with a mandate to study the geo-mechanical challenges facing Canadian railways while training a new generation of engineers trained in railway design and operations.

CaRRL will work in cooperation with AAR's Transportation Technology Center at Pueblo, Colo., and build on the center's existing and ongoing research. It will also team up with programs at other American institutions, including the University of Illinois, Virginia Tech and Texas A&M.

Lowenger points out that Canadian railways have to contend with a far harsher winter than most American carriers encounter. "We wanted a facility in Canada that would focus on hazard management technology. We want a lab that looks at matters we consider important."

Dwight Tays, chief of Engineering Technology with CN, who helped bring the lab to fruition, says the AAR-sponsored U.S. research network has produced a lot of benefits for Canadian railways, "but it does not have a lot of research activities specifically focused on winter operations."

While the carriers have invested a significant amount of time and money in reducing ground hazards to their operations, "they still have a significant impact on our operations when they occur," Tays explains. "If our train service is disrupted because of one, it's very hard to return to normal operations." Those disruptions are costly to clear up, both in terms of delayed shipments and rerouted trains. There's an obvious financial benefit in reducing these interruptions.

Tays says one goal for the lab is "to develop a way to prioritize risk areas. That way we can manage ground hazards." While mountainous terrain poses the risk of slides that can close and damage tracks, in other regions the railways want to identify areas where the roadbed needs upgrading to minimize operational service disruptions.

"The lab will look at ways to manage disruptions and things we can do with our infrastructure that will make us more durable," he continues. "What are the right things for us to focus on from an operational perspective?"



The lab in Edmonton will be able to link into research in other countries and the International Heavy Haul Association, Tays adds. "We don't want to spend time reinventing the wheel."

Michael Hendry, CaRRL's associate director, says the lab already has six post-doctoral students studying at the facility and expects another 20 graduate students to do work at the facility in the next five years. "We're aiming to produce highly-qualified personnel to work in the railway industry," Hendry says.

The lab's focus will be long-term engineering research on roadbed, sub-roadbed, ballast and frost heaves, which can pose safety hazards to railway operations. It will study landslides, rock falls, land subsidence, erosion, as well as snow and ice conditions.

CaRRL will also conduct studies into winter service reliability that include optimal materials evaluations, fuels and cold weather engineering, avalanche monitoring and control, response to service disruptions, and weather monitoring and predictions. Having the railways active in the lab's work operations will ensure the research projects address the industry's concerns, Hendry adds.

At the announcement of the lab's formal launch, federal Transport Minister Denis Lebel said his department's "investment will support new job opportunities and make it easier for researchers, industry and governments to work together to improve rail safety and efficiency. By developing technology, and training the next generation of students for careers in rail, this partnership will help the Canadian rail sector remain well-equipped and competitive."

Mike Roney, CP's General Manager of Technical Standards Engineering Services, said his company was "proud to join with railway partners in support of this innovative research lab which will also foster a new generation of bright young minds in our industry. CaRRL will contribute to important research and



CaRRL will also conduct studies into winter service reliability that include optimal materials evaluations, fuels and cold weather engineering, avalanche monitoring and control, response to service disruptions, and weather monitoring and predictions.



development that will provide valuable insight into improvements that can be made to railway efficiency and reliability particularly for Canada's colder winter climate."

Lowenger says the technical committee of the Railroad Research Advisory Board brings together specialists from the various sectors of the industry to consider projects for the lab. That includes both the short lines and railway equipment suppliers.

"We're an industry that needs to be more closely linked with research

being conducted at the universities," he adds.

Tays says railway engineering used to be part of many university engineering curriculums. He sees the lab as a way to attract interest in railway engineering among today's students.

"Engineers who work with the lab will come to the railway industry with a lot of knowledge about how it operates," he points out. "They will know the work."

Finding new ways to boost the efficiency and safety record of the railways

should generate plenty of ideas from the engineering community.

In a presentation that accompanied the formal launch of the lab, CaRRL said it will specialize in geotechnical and cold weather engineering, risk assessment and mitigation, and equipment scanning technology.

Its researchers will launch a data mining initiative that will comb the records of infrastructure and mechanical incidents spanning more than a century, decades of accumulated track geometry car measurements and data collected by the network of wayside detectors CN and CP have deployed across the country. They will be looking "for trends and correlations not previously identified, which will provide insight into problems on network scale."

Another project will look into frost heaves of track "to quantify the magnitude of the problem and determine the local causes of frost at problematic sites." Currently the railways deal with the heaves by slowing the speed of their trains. They can salt areas where heaves are a reoccurring problem.



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The lab will use ground-penetrating radar to study the susceptibility of the sub-grade beneath the line to heaves and fouling of the rock ballast used to stabilize the track.

It will also research into the causes of tunnel icing during the winter, which is a hazard for trains passing through. The engineers will focus on understanding how frost penetrates into tunnels leading to the buildup of ice. The research will be conducted in CP's Mt. Shaughnessy tunnel in the Rockies.

Another area of study will be how to remedy the composition of soft ground under the tracks that can hold up to modern heavier freight trains.

The purpose of this research project is to map the extent, variability and impact of very soft sub-grades on the track components and the amount of maintenance. It will use a new technology developed at the University of Nebraska to measure track deflection from a moving rail car.

The lab also plans to focus on the development of the technological and analytical capabilities to



map the extent, degree and effect of fouled ballast.

Degraded ballast can impair the stability of the tracks and lead to higher maintenance costs for the railways. The lab hopes to find short-term solutions to the problem while developing "a means of monitoring ballast quality on network scale, to allow for informed planning of ballast renewal to minimize overall life-cycle costs."

Cold weather rail breaks are another ongoing headache for the railways and the lab plans tests whether rail currently

in use has the optimal fracture toughness at low temperatures and what kind of steel would be best.

It will also use the data from the trackside detectors to study the mechanical reliability of current airbrake designs and provide solutions. It will also be examining the link between wheel shelling and winter weather conditions that has been established by the National Research Council. ■

Visit www.caarrl.ca for more information about the CaARRL research initiative.

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CN adds new terminal and launches new maintenance and training facilities

The terminal is expected to open in the second quarter of 2013 and have an initial loading capacity of 30,000 barrels of crude oil per day. That's enough to fill more than 50 tank cars.



The last few months have seen major moves by Canadian National Railway (CN) to expand its business line and provide new freight cars for its customers.

It has signed a memorandum of understanding with Tundra Energy Marketing Ltd. to construct a crude oil rail car loading terminal near Cromer, Man., to meet the needs of Bakken crude oil producers in that province and Saskatchewan.

The terminal is expected to open in the second quarter of 2013 and have an initial loading capacity of 30,000 barrels of crude oil per day. That's enough to fill more than 50 tank cars. The facility will have the capacity for 100 tank car unit trains, which could handle about 60,000 barrels per day of crude oil.

Bryan Lankester, president of Tundra Energy Marketing, says, "This project, combined with 410,000 barrels of oil storage currently under construction at our terminal in Cromer – a six-fold increase in existing capacity – will provide us with access to alternative North American markets for Williston Basin crude oil over CN's network at a time when there is inadequate pipeline takeaway capacity. Our Cromer location at the most easterly point of crude oil

production in Canada should provide a market advantage to our crude oil producers and shippers."

Jean-Jacques Ruest, CN executive vice-president and chief marketing officer, said the new business is welcome. "CN will help Tundra's customers reach markets with good net-backs for their crude. And further growth will be part of the story – the Cromer transload terminal is expandable, with the potential to handle complete crude oil unit trains of more than 100 cars, which will generate greater efficiencies and market reach for Canadian crude oil."

"Working closely with companies such as Tundra Energy Marketing is making the transportation of crude oil one of CN's fastest growing businesses," he noted. "We expect to move more than 30,000 carloads of crude oil in 2012, and we believe we have the scope to double this crude oil business next year."

CN also has a deal with Arc Terminals to build a tank car unloading terminal in Mobile, Ala., to handle Western Canadian heavy and Bakken light crude oils destined to Gulf Coast refineries. The facility, expected to be in operation by next June, will have a maximum handling capacity of up to 120 tank cars per day.

Le CN construit un terminal et met en service des installations d'entretien et de formation

Au cours des derniers mois, le CN a pris des mesures importantes en vue d'étendre son champ d'activités et d'offrir de nouveaux wagons à sa clientèle.

Le CN a signé avec Tundra Energy Marketing Limited un protocole d'entente prévoyant la construction d'un terminal de chargement de wagons de pétrole brut près de Cromer, au Manitoba, afin de répondre aux besoins des producteurs de la formation de Bakken dans cette province, ainsi qu'en Saskatchewan.

Le terminal, qui devrait être mis en service au deuxième trimestre de 2013, aura une capacité de chargement initiale 30 000 barils de pétrole brut par jour, soit suffisamment pour remplir plus de 50 wagons-citernes. Cette installation pourra recevoir des trains-blocs de 100 wagons-citernes, pouvant acheminer quelque 60 000 barils de pétrole brut par jour.

Bryan Lankester, président de Tundra Energy Marketing, a déclaré: « Grâce à ce projet et à notre aire de stockage de 410 000 barils de pétrole en cours de construction à notre terminal de Cromer (qui multipliera par six notre capacité actuelle), nous aurons accès à de nouveaux marchés nord-américains pour le pétrole brut du bassin de Williston via le réseau du CN, à un moment où la capacité d'acheminement par pipeline est inadéquate. Le terminal de Cromer étant situé au point de production de pétrole brut le plus à l'est au Canada, son emplacement devrait procurer un avantage concurrentiel à nos producteurs et expéditeurs de pétrole brut. »

Jean-Jacques Ruest, vice-président exécutif et chef du Marketing du CN, précise que la Compagnie se réjouit de cette nouvelle clientèle. « Le CN aidera la clientèle de Tundra à accéder aux marchés et à obtenir un bon revenu

net pour son pétrole. En plus, la croissance est au programme. En effet, le terminal de transbordement de Cromer pourra être agrandi et accueillir plus tard des trains-blocs de plus de 100 wagons-citernes de pétrole brut, permettant ainsi d'accroître l'efficience et l'accès au marché du pétrole brut au Canada. »

« Grâce à des ententes d'étroite collaboration avec des entreprises telles que Tundra Energy Marketing, le transport du pétrole brut est devenu l'un des secteurs du CN à la croissance la plus rapide, souligne-t-il. Nous prévoyons transporter plus de 30 000 wagons complets de pétrole brut en 2012 et croyons avoir le cadre nécessaire pour doubler nos activités dans le secteur du pétrole brut dès l'an prochain. »

Par ailleurs, le CN a conclu un marché avec Arc Terminals en vue de construire un terminal à Mobile, en Alabama, pour le déchargement de wagons-citernes de pétrole brut lourd de l'Ouest canadien et de pétrole brut léger du bassin de Bakken, destinés aux raffineries de la côte ouest du golfe du Mexique. L'installation devrait être mise en service en juin prochain et aura une capacité de manutention maximale de 120 wagons-citernes par jour.

John Blanchard, président d'Arc Terminals, a déclaré: « Le terminal de Mobile - le premier site de déchargement de wagons de pétrole brut en Alabama - procurera un bon accès aux raffineries de la côte du golfe du Mexique et assurera une rotation rapide des wagons-citernes, ce qui aura pour effet d'accroître les volumes de livraison et la vitesse des véhicules du parc et de réduire les coûts pour les propriétaires de wagons. »

On pourra également charger des condensats au terminal de Mobile, ce qui permettra le retour à charge par le CN des wagons-citernes

Le terminal, qui devrait être mis en service au deuxième trimestre de 2013, aura une capacité de chargement initiale 30 000 barils de pétrole brut par jour, soit suffisamment pour remplir plus de 50 wagons-citernes.

John Blanchard, president of Arc Terminals, said, "The Mobile facility – the first rail tank car crude-oil unloading terminal in Alabama – will provide good access to Gulf Coast refineries and allow quick turnaround of tank cars, increasing product delivery and fleet velocity and reducing costs for car owners."

The Mobile terminal will also load condensate into tank cars for backhaul by CN to Western Canadian oil producers. In addition, it will be able to accommodate both general purpose and insulated and coiled cars, compared with other facilities capable of handling only general purpose tank cars.

Ruest said the Arc deal is part of CN's focus on "making its crude-oil customers more competitive and giving them access to markets with good net-backs."

In 2012, the railway also acquired more than 2,200 new freight cars and 1,300 new containers for grocery and consumer goods to support traffic growth and improve customer service. The equipment will be used in a range of markets, including forest products, metals, minerals, coal, iron ore, steel,

consumer goods, finished vehicles and grain, Ruest said. "These fleet additions will help us grow in line with our customers' demands and ensure CN has the right mix of modern, productive assets." The biggest purchase is 600 premium 60-foot, double-door box cars for forest products and metals traffic. "These higher payload cars help improve customer loading efficiency."

It also acquired 558 high-capacity modern covered hoppers for grain exports, 317 multi-level cars for finished vehicle deliveries, 300 gondolas for coal exports, 232 ore cars for pelletized iron ore produced in Minnesota to supply steel mills in the United States, and 200 multi-purpose box cars for the North American freight car pool.

The company has also launched a company-wide employee training program through new centres in Winnipeg and the Chicago area. "These facilities will be the centrepiece of CN's enhanced railroader training program," said Claude Mongeau, CN president and CEO. They "will include a modern training curriculum and equipment

to effectively train a new generation of railroaders."

Construction work has begun on the Winnipeg facility and will start next year on the one in Homewood, Ill. The 100,000-square-foot facility in Winnipeg will host 250 to 300 employees a week while its 75,000-square-foot centre in Homewood will handle 100 to 125 employees a week. New hires and existing employees working jobs ranging from conductor to locomotive mechanic, and from track supervisor to signal maintainer, will receive state-of-the art training at the centres.

Over the last four years, CN has hired thousands of new railroaders as long-service employees retire and leave the company. Workforce renewal is a major priority for CN and will be in the coming years. Employees attending CN's learning centres will receive hands-on training in indoor learning laboratories with key equipment such as locomotive simulators and dispatcher stations.

Outdoor labs with dedicated rolling stock and other equipment for field training also will be a key focus of the



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M. Ruest a expliqué que l'entente conclue avec Arc s'inscrit dans les visées du CN, qui chercher à « améliorer la compétitivité de ses clients producteurs de pétrole brut en leur assurant un accès aux marchés et en les aidant à obtenir un bon revenu net. Le transport ferroviaire du pétrole brut est l'un des secteurs du CN dont l'expansion est la plus rapide. Nous prévoyons transporter plus de 30 000 wagons complets en 2012 et croyons avoir les ressources nécessaires pour doubler nos activités dans le secteur du pétrole brut dès l'an prochain ».

Le chemin de fer a également fait l'acquisition, en 2012, de plus de 2 200 nouveaux wagons, ainsi que de 1 300 nouveaux conteneurs destinés au transport des produits d'alimentation et des biens de consommation, dans le

but de soutenir la croissance du trafic et d'améliorer le service à la clientèle. Ce matériel sera utilisé pour le trafic dans divers marchés, notamment ceux des produits forestiers, des métaux, des minéraux, du charbon, du minerai de fer, de l'acier, des biens de consommation, des véhicules assemblés et des céréales, précise M. Ruest. « Ces ajouts au parc nous aideront à croître en fonction des exigences de nos clients et à nous assurer que le CN dispose de la bonne combinaison d'actifs modernes et productifs. » La principale acquisition est celle de 600 wagons couverts à double porte de 60 pieds, de première qualité, pour le transport des produits forestiers et des métaux. « Ces wagons à charge utile supérieure peuvent contribuer à améliorer l'efficacité du chargement par les clients. »

Le CN a également fait l'acquisition de 558 wagons-trémies couverts modernes, de grande capacité, destinés au transport des céréales d'exportation, de 317 wagons multi-étages destinés à la livraison de véhicules assemblés, de 300 wagons-tombereaux destinés au

transport du charbon d'exportation, de 232 wagons à minerai destinés à assurer l'alimentation desacières américaines en boulettes de minerai de fer produites au Minnesota, et de 200 wagons couverts polyvalents destinés aux pools de wagons nord-américains.

La Compagnie a également lancé un programme de formation s'adressant à l'ensemble du personnel, dans de nouveaux centres situés à Winnipeg et dans la région de Chicago. « Le programme de formation amélioré des cheminots du CN s'articulera autour de ces centres, a déclaré Claude Mongeau, président-directeur général du CN. Des programmes et du matériel de formation modernes y seront offerts, tant au Canada qu'aux États-Unis, afin de former de façon efficace une nouvelle génération de cheminots. »

Les travaux de construction ont débuté à l'installation de Winnipeg, et seront amorcés l'an prochain à celle de Homewood, en Illinois. À Winnipeg, le centre de formation de 100 000 pieds carrés accueillera chaque semaine entre 250 et 300 membres du personnel, alors

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learning centres, CN says. The training programs will have a uniform curriculum, with dedicated local staff at each location. The significant and ongoing investment in this program and these facilities is designed to strengthen CN's safety culture and prepare a new generation of safety-conscious railroaders.

"Our elevated training program reflects CN's commitment to Operational and Service Excellence," Mongeau said. "We hope this training program and these centres will ultimately become a benchmark for the railroad industry."

To help keep the freight flowing, CN is undertaking a \$12 million expansion of its Locomotive Reliability Centre in Prince George, B.C.

Keith Creel, CN executive vice president and chief operating officer, noted the facility will be between Edmonton and the port at Prince Rupert, B.C. "The facility serviced locomotives for more than 9,000 CN trains that transited the city last year. We are at maximum capacity at the Centre, with three shifts per day, seven days a week, and we need to expand it to handle existing and

forecast growth of intermodal, coal and other traffic in northern B.C."

CN will increase floor space at the Prince George locomotive shop by 50 percent to nearly 50,000 square feet, permitting the addition of four repair bays with pits to handle the forecast increase in locomotive inspections and repairs.

Also under way is a \$4 million extension of two key sidings north of Prince George on the line toward Chetwynd, B.C., to efficiently and safely accommodate 10,000-foot coal trains serving mines in northeastern region of the province. Since 2004, CN has invested more than \$60 million in the Prince George area to handle increased freight volumes. Among the projects are the construction and expansion of a major transloading and intermodal terminal for the export forest products, increased yard capacity and upgrades, installations to repair and service freight cars and a fueling station upgrade and new storm water sewers.

As well, CN has spent \$150 million since 2004 on longer sidings along

the Edmonton-Prince Rupert corridor. "CN is a major economic player in the markets it serves, and we are investing proactively in our infrastructure to ensure the supply chains we are part of and the customers we serve have safe, efficient rail capacity to grow and compete effectively at home and abroad," Creel explained.

CN has also begun testing two main-line diesel-electric locomotives fuelled principally by natural gas in revenue service in northern Alberta. "CN launched this locomotive test to explore the use of natural gas as a potential alternative to conventional diesel fuel," Creel said. "This reflects CN's continuing drive to look for ways to improve operating efficiency and advance the company's sustainability agenda. Natural gas has a lower carbon content compared with diesel fuel, so that locomotives using natural gas – if the railway technology employing this form of energy ultimately proves viable – would produce significantly fewer carbon dioxide emissions."

The two CN SD40-2 locomotives will run on natural gas using conversion kits

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que le centre de quelque 75 000 pieds carrés de Homewood en recevra entre 100 et 125 par semaine. Ces centres offriront une formation avant-gardiste aux nouveaux venus et aux membres du personnel déjà en poste, notamment aux chefs de train, mécaniciens d'atelier, superviseurs Voies et préposés à la signalisation.

Au cours des quatre dernières années, le CN a embauché des milliers de nouveaux employés afin de remplacer les cheminots de longue date qui prennent leur retraite. Le renouvellement des effectifs est une priorité du CN et continuera de l'être au cours des prochaines années. Les membres du personnel suivront une formation dans des laboratoires d'apprentissage intérieurs dotés de matériel essentiel, comme des simulateurs de conduite et des postes de régulation.

Des laboratoires extérieurs dotés de matériel roulant spécialisé et d'autres équipements constitueront également des éléments clés de ces centres, précise le CN. Les programmes

de formation proposeront un contenu uniforme qui sera présenté à chaque centre par du personnel local spécialisé. L'investissement important et permanent engagé dans ce programme et ces centres vise à renforcer la culture de la sécurité du CN et à préparer une nouvelle génération de cheminots soucieux de la sécurité.

« Notre programme de formation amélioré reflète l'engagement du CN à l'égard de l'excellence en matière d'exploitation et de service, a déclaré M. Mongeau. Nous espérons que ce programme et ces centres deviendront un modèle pour le secteur ferroviaire. »

Pour assurer l'acheminement ininterrompu des wagons, le CN procède à une expansion évaluée à 12 millions de dollars de son Centre de fiabilité du parc, à Prince George, en Colombie-Britannique. Keith Creel, vice-président exécutif et chef de l'exploitation du CN, souligne que l'installation sera située entre Edmonton et le port de Prince Rupert, en Colombie-Britannique. « Les locomotives de plus de 9 000 trains du CN transitant par la ville y ont été

entretenues, l'an dernier. Le Centre fonctionne à trois quarts de travail par jour, sept jours sur sept, mais il a néanmoins atteint le maximum de sa capacité, et nous devons l agrandir pour pouvoir gérer la croissance actuelle et prévue du trafic intermodal, de charbon et autre dans le nord de la Colombie-Britannique. »

Le CN augmentera de 50 pour cent la surface utile de l'atelier de la traction de Prince George, la faisant passer à près de 50 000 pieds carrés, ce qui permettra d'ajouter quatre aires de réparation avec fosses, afin d'absorber l'augmentation prévue des inspections et des réparations de locomotives.

Sont également en cours des travaux évalués à 4 M\$ en vue de prolonger deux importantes voies d'évitement au nord de Prince George, sur la ligne menant à Chetwynd, en Colombie-Britannique, pour assurer la circulation de façon sûre et efficiente des trains de charbon de 10 000 pieds desservant les mines du nord-est de la province. Depuis 2004, le CN a investi plus de 60 M\$ dans la région de Prince

suite à la page 30

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supplied by Energy Conversions Inc. (ECI) of Tacoma, Wash. ECI says the hybrid fuel locomotive will reduce carbon dioxide emissions by 30 percent and nitrogen oxide emissions by 70 percent over a locomotive duty cycle. The units use 90 percent natural gas, with 10 percent diesel fuel for ignition and are paired with a natural gas fuel tender, a specially equipped and protected tank car, between them.

The tender was upgraded by a unit of Chart Industries, Inc., of New Prague,

Minn. Natural gas fueling is being provided by Encana Corp.

The natural gas fuelled locomotives are testing on the 300-mile run north of Edmonton to Fort McMurray, rail gateway to the oil sands region of northern Alberta. Fueling and maintenance take place in Edmonton. CN is also working with EMD, Westport Innovations Inc. and Gaz Métro Transport Solutions on a longer term project to explore a state-of-the-art natural gas railway engine and a standardized railway tender.

CN will provide two 4,300-horse-power SD70M-2 EMD locomotives for the test program. EMD, in addition to the engine conversion, will supply technical expertise to integrate the natural gas engine, related components and controls into the locomotive, including Westport™ high-pressure direct injection technology and natural gas fuel system technologies. GMTS will develop natural gas liquefaction requirements and distribution systems. An innovative natural gas tender for this initiative will be jointly developed by the project partners.

The CN-led group expects to conduct engine laboratory tests in 2013 and to roll out the prototype main-line locomotives for road tests in 2014. As part of the project, Westport secured a funding commitment of \$2.3 million from the Canadian government's Sustainable Development Technology Canada program to develop the HPDI technology for high-horsepower applications. ■

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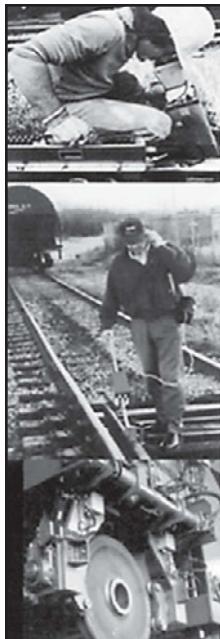
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George, afin de traiter les volumes accrus de trafic marchandises. Parmi ces projets, on compte la construction et l'agrandissement d'un important terminal intermodal et de transbordement pour l'exportation de produits forestiers, l'accroissement de la capacité et l'amélioration du triage, l'installation de dispositifs pour réparer et entretenir les wagons, l'amélioration d'un poste de ravitaillement et l'installation de nouveaux égouts pluviaux.

De plus, le CN a consacré un total de 150 M\$ depuis 2004 à l'allongement des voies d'évitement sur le corridor Edmonton-Prince Rupert. « Le CN est un partenaire économique majeur dans les marchés qu'il dessert, et nous investissons de façon proactive dans notre infrastructure afin de nous assurer que les chaînes d'approvisionnement dont nous faisons partie et les clients que nous servons disposent d'une capacité ferroviaire sûre et efficiente pour croître et exercer une concurrence efficace au pays et à l'étranger », explique M. Creel.

Le CN a également entrepris de faire l'essai de deux locomotives diesels-électriques de ligne alimentées principalement au gaz naturel, en



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service commercial, dans le nord de l'Alberta. « Le CN a entrepris cet essai de locomotives afin d'explorer la possibilité d'utiliser le gaz naturel comme combustible de rechange au carburant diesel conventionnel, a dit M. Creel. Cet essai reflète la volonté du CN de chercher des moyens d'améliorer l'efficacité de son exploitation et de faire progresser le programme de développement durable de la Compagnie. La teneur en carbone du gaz naturel est moindre que celle du carburant diesel. Si, en fin de compte, la technologie ferroviaire d'utilisation de cette forme d'énergie s'avère viable, les locomotives alimentées au gaz naturel produiraient beaucoup moins d'émissions de dioxyde de carbone. »

Les deux locomotives SD40-2 du CN fonctionneront au gaz naturel au moyen de trusses de conversion fournies par Energy Conversions Inc. (ECI) de Tacoma, Washington. Selon ECI, la locomotive bicomustible permettra de réduire de 90 pour cent les émissions de dioxyde de carbone, et de 70 pour cent les émissions d'oxydes d'azote pendant

le cycle d'utilisation de la locomotive. Alimentées à 90 pour cent en gaz naturel et à 10 pour cent en carburant diesel pour l'allumage, les locomotives adaptées sont assorties d'un tender contenant un réservoir de gaz naturel ou d'un wagon-citerne spécialement équipé et protégé, placé entre elles.

Le tender a été adapté par une unité de la société Chart Industries, Inc., établie à New Prague, au Minnesota. Le gaz naturel est fourni par Encana Corporation.

Les locomotives alimentées en gaz naturel sont à l'essai sur l'itinéraire de 300 milles s'étendant au nord d'Edmonton jusqu'à Fort McMurray, point d'accès ferroviaire à la région des sables bitumineux du nord de l'Alberta. Le ravitaillement en combustible et l'entretien sont effectués à Edmonton. Le CN travaille également avec EMD, Westport Innovations Inc. et Gaz Métro Solutions Transport (GMST) à un projet à long terme visant l'utilisation d'un moteur ferroviaire de pointe alimenté au gaz naturel et d'un tender ferroviaire standardisé.

Dans le cadre du programme d'essai, le CN fournira deux locomotives EMD SD70M-2 de 4 300 HP. En plus de convertir le moteur, EMD fournira l'expertise technique nécessaire pour l'intégration au moteur des composants connexes et des commandes dans la locomotive, notamment les technologies d'injection directe à haute pression (IDHP) et le système d'alimentation en gaz naturel. GMST s'occupera des aspects liés à la liquéfaction du gaz et mettra au point les systèmes de distribution. Les partenaires du projet mettront au point conjointement un tender novateur pour le gaz naturel dans le cadre de cette initiative.

Le groupe dirigé par le CN pense mettre à l'essai le moteur en laboratoire en 2013 et sortir le prototype des locomotives de ligne en vue d'essais sur voie en 2014. Dans le cadre de ce projet, Westport a obtenu un engagement de financement de 2,3 M\$ du programme Technologies du développement durable du gouvernement canadien afin d'adapter la technologie IDHP à des applications de grande puissance. ■

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A short line is more than the sum of its tracks

Don't gauge the success of today's short lines by their mileage counts, says Lee Jebb, vice president of Railway Operations for Cando Ltd. Instead, look at how much they are doing to add value by meeting customer needs in other ways.

Jebb points to the success of Cando's Central Manitoba Railway that runs south from Winnipeg. It provides freight service to 20 customers on about 80 miles of track, "but our business has become much more than line haul. A significant portion of our revenues are now derived from offline customers and the provision of ancillary services."

Diversification into a broad base of railway-related services can be a key to success for a short line, he adds. On its property, CEMR operates a 13,000 square foot contract repair shop for freight cars and locomotives, runs a transload centre operated under Cando's Modal-logic brand, provides track maintenance services, and accommodates storage for up to 1,500 freight cars. The short line railway has won an award from the Railway Association of Canada for its innovative fuel blending services. "Our role as a railway support services business is to make it easy for industry to utilize the rail network, solving problems and providing service solutions," Jebb says.

The increased emphasis on the first mile and last mile of freight service highlights the value created by short lines and railway services companies like Cando. Companies can provide contracting switching for large plants or operate industrial lines for customers. "It is less about line assets than getting what the customer needs done, when and where they need it done," says Jebb.

Jebb came to the rail business 11 years ago after working in community economic development and business advocacy in the Chamber of Commerce movement. Prior to assuming the leadership of CEMR, Jebb headed Cando's Contract Services division which provides track construction, railway material sales, abandoned track reclamation and on-rail material handling services. This gives Jebb the unique ability to operate CEMR from a holistic approach. "At Cando, we approach our business broadly as industry generalists using an integrated perspective to create value for our customers."

The business model for short lines has changed dramatically since federal deregulation of the rail industry nearly 20 years ago led to the creation of scores of them across Canada.



Lee Jebb, Vice President, Railway Operations, Cando Ltd., and Chairman of the RAC Short Line Committee

While some lines have faded away or been absorbed, others are doing well, adds Jebb, who is chairman of the RAC's short line committee.

"The management in our sector is very professional and that has helped us in dealings with class one partners, customers and government. The short line business has matured."

Overall the rail industry is in good shape these days and adding a lot of value to the economy, he explains. "The fundamentals are very strong for the rail industry as a whole," says Jebb. While his railway "has never been stronger," he tempers his enthusiasm by pointing out that other carriers are in different situations. So much depends on the business condition of their customer base and the condition of their capital infrastructure. For example, carriers that are dependent on the forest products industry would have struggled in recent years.

"Government tends to fail to understand how capital intensive the rail business is and how important rail is to the economy. We need to get everyone to understand this and that short lines are part of the big picture," says Jebb. ■

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VIA transformation paying off

VIA Rail is transforming its passenger train services to reduce its dependence on federal subsidies and position it to support sustainable transportation in the future, says Marc Laliberte, president and CEO.

VIA has received nearly \$1 billion in federal support since 2007 for rebuilding cars, locomotives and stations, he told an Economic Club of Canada meeting in Ottawa. "In the Toronto - Ottawa - Montreal sector alone, we have invested over \$400 million to build a third track in areas where there was significant congestion. Thanks to these upgrades, the shortest trip time between Ottawa and Toronto has been reduced to less than four hours."

VIA has also been trying to coordinate its operations with commuter rail operations like GO Transit and in the future, "we plan to push the envelope to maximize VIA's contribution to the future of sustainable mobility in Canada," he continued.

Hopefully the transformation of its equipment will enable it where possible to operate in the black on "routes where

market demand can sustain the cost of operation," he pointed out.

"Last year, despite generating \$283 million in revenues, these three services lost \$261 million," he said. "Ticket revenue only covered 54% of our operating costs."

VIA's train service to remote communities requires a \$144 subsidy for every 100 miles a traveler rides. On the transcontinental routes, the subsidy is \$42 for every 100 miles, in the full Quebec City to Windsor corridor it's \$21 per 100 miles, while in the Toronto-Ottawa-Montreal section, the subsidy is \$12 for every 100 miles.

Responding to criticisms of VIA's reductions of train service in recent months as part of its campaign to reduce its reliance on federal subsidies, Laliberte announced some new services would begin in the coming months.

In addition to two new Toronto-Ottawa trains already in operation, more Toronto-Montreal and Toronto-Ottawa runs will be launched on Dec. 10 as well as new direct service between Ottawa and Quebec City.

VIA is focused on the Ontario-Quebec corridor because it "accounts for more than 90% of our 4.1 million passengers," he explained. "It also accounts for 75 percent of our revenue."

By contrast, VIA's remote trains carried 109,000 passengers in areas where transportation is limited. Meanwhile, "The Canadian, that goes from Toronto to Vancouver over a 4-day journey, and the Ocean, from Montreal to Halifax that runs overnight ... transported 243,000 passengers last year," he added.

In addition to upgrading equipment and stations, VIA has also invested in connectivity. "Our customers do travel on VIA Rail for the quality of on-board service, the comfort of cars and the downtown location of stations. But increasingly, they value connectivity.

"Currently, VIA passengers enjoy one of the best mobile Wi-Fi services in the world. It now connects ten times faster than our original service. During a single weekend, our bandwidth successfully managed the equivalent of one million e-mails."





La modernisation de VIA Rail porte des fruits

VIA Rail modernise ses services ferroviaires voyageurs afin de réduire sa dépendance à l'égard des subventions fédérales et se positionne de façon à appuyer le transport durable à l'avenir, déclare Marc Laliberté, président et chef de la direction.

Depuis 2007, VIA a reçu près de 1 G\$ en subventions fédérales pour remettre à neuf ses voitures, locomotives et gares, a précisé M. Laliberté lors d'une réunion du Economic Club of Canada à Ottawa. « Dans le corridor Toronto-Ottawa-Montréal seulement, nous avons investi plus de 400 M\$ pour construire une troisième voie dans les secteurs où l'engorgement était important. Grâce à ces améliorations, la durée la plus courte du trajet entre Ottawa et Toronto a été réduite à moins de quatre heures. »

VIA s'efforce également de coordonner ses liaisons avec celles des trains de banlieue, comme GO Transit, et à l'avenir, « nous prévoyons mettre le maximum de moyens afin d'optimiser la contribution de VIA à l'avenir de la mobilité durable au Canada », a poursuivi M. Laliberté.

Si tout va bien, la modernisation du matériel de VIA Rail lui permettra d'afficher un bilan financier positif pour les « trajets où la demande du marché permet d'assumer les charges d'exploitation », a-t-il indiqué.

« L'an dernier, malgré des produits de 283 M\$, ces trois services ont enregistré des pertes de 261 M\$, a-t-il noté. Les produits provenant de la vente de billets n'ont couvert que 54 % de nos charges d'exploitation. »

Le service ferroviaire de VIA vers les collectivités éloignées exige une subvention de 144 \$ pour transporter un voyageur sur une distance de 100 milles. Pour les trajets transcontinentaux, la subvention s'établit à 42 \$ par 100 milles; dans le

corridor Québec-Windsor, elle est de 21 \$ par 100 milles et dans le triangle Toronto-Ottawa-Montréal, de 12 \$ par 100 milles.

En réponse aux critiques concernant la réduction du service de trains de VIA au cours des derniers mois dans le cadre de sa campagne visant à diminuer sa dépendance à l'égard des subventions fédérales, M. Laliberté a annoncé que de nouveaux départs seraient offerts dans les prochains mois.

Outre les deux nouveaux trains déjà en exploitation dans le corridor Toronto-Ottawa, un plus grand choix de départs sur les liaisons Toronto-Montréal et Toronto-Ottawa sera offert à compter du 10 décembre, ainsi qu'une nouvelle liaison directe entre Ottawa et Québec.

VIA se concentre sur le corridor Ontario-Québec, parce qu'« il dessert plus de 90 % de nos 4,1 millions de voyageurs, explique M. Laliberté. Il représente également 75 % de nos produits. »

Par comparaison, les trains en régions éloignées de VIA ont transporté 109 000 voyageurs dans des secteurs où les moyens de transport sont limités. Par contre, « le Canadien, qui va de Toronto à Vancouver en quatre jours, et l'Océan, un train de nuit qui va de Montréal à Halifax, ont, ensemble,



And more are planned. "Over the next few months, many other technology improvements will become visible to our customers. For example, we will expand the Wi-Fi service by adding on-board entertainment to mobile devices providing news, movies and TV shows."

"Connectivity is also about facilitating transactions over the Internet. The deployment of e-commerce capabilities and the adoption of e-tickets by passengers are simplifying the booking and boarding processes on VIA Rail and on its intermodal transport partners. Mobility and connectivity will continue to drive our customer-facing technology enhancements."

Handicapped accessibility is another VIA priority. It worked the Canadian Transportation Agency and the Council of Canadians with Disabilities to ensure that its renovated stations and passenger cars met the highest standards, he said.

"Today, in Canada, no other mode of inter-city transport is more accessible and affordable for Canadians challenged by a physical disability. Providing accessible transport is part of what makes VIA Rail the company that serves all Canadians."

Returning to the financial issues, he said VIA wants to be financially and commercially viable. "As Canadians, we may accept to subsidize passenger

rail service to remote areas where there are limited alternative modes of transport.

"But where there is market demand – like in the Corridor, and on the long-distance routes in peak tourist season – VIA Rail services should rely less on subsidies and more on passenger revenues in order to cover its costs. Our Corridor and peak season services on the Ocean and the Canadian should eventually break even. That work is underway."

Passenger trains will always require some government help. "Around the world, governments finance completely or partially, their passenger rail service, as well as all their other modes of transportation!"



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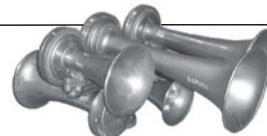
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transporté 243 000 voyageurs l'an dernier », a ajouté M. Laliberté.

Outre la modernisation du matériel et des gares, VIA a aussi investi dans la connectivité. « Nos clients voyagent avec VIA Rail pour la qualité du service à bord, le confort des voitures et l'emplacement de nos gares au centre-ville. Mais ils attachent de plus en plus d'importance à la connectivité. »

« À l'heure actuelle, les voyageurs de VIA se prévalent de l'un des meilleurs réseaux Wi-Fi mobiles au monde, qui offre désormais une connectivité dix fois plus vite que notre service initial. Au cours d'une seule fin de semaine, notre bande passante a géré avec succès l'équivalent de un million de courriels. »

Et ce n'est pas tout. « Dans les prochains mois, nous offrirons beaucoup d'autres améliorations technologiques à nos clients. Par exemple, nous élargirons la portée du service Wi-Fi en ajoutant le divertissement à bord, ce qui permettra aux voyageurs de visionner des bulletins de nouvelles, des films et des émissions de télévision au moyen de leurs appareils mobiles. »

« La connectivité facilite aussi les transactions électroniques. Le déploiement des capacités de commerce électronique et l'adoption du système de billets électroniques par les voyageurs simplifient les processus de réservation et d'embarquement pour VIA Rail et ses partenaires de transport intermodal. La mobilité et la connectivité continueront de motiver les améliorations que nous apportons à la technologie destinée aux clients. »

L'accessibilité pour les personnes handicapées est une autre priorité de VIA qui a travaillé de concert avec l'Office des transports du Canada et le Conseil des Canadiens avec des déficiences pour s'assurer que ses gares et ses voitures remises à neuf respectent les normes les plus élevées », précise M. Laliberté.

« Au Canada, à l'heure actuelle, aucun autre mode de transport interville n'est plus accessible ni plus abordable pour les Canadiens ayant une déficience physique. Parce qu'elle peut notamment assurer un service de transport accessible, VIA Rail est la société au service de tous les Canadiens. »



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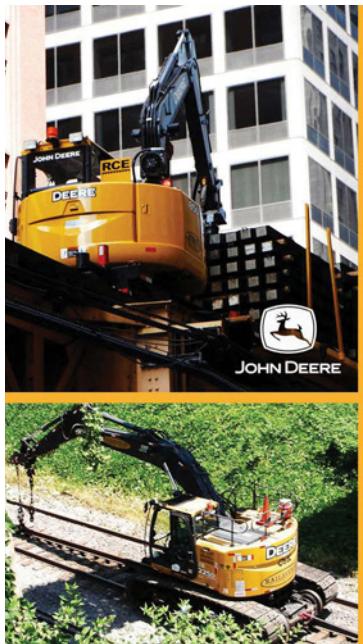
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What VIA wants to achieve is "a business plan that allows growth and modernization to be financed by different sources, not exclusively by the government. Looking around the world, we see that there is growing interest in financial markets for infrastructure investments related to passenger rail.

"Ontario's largest pension funds, Teachers' and OMERS, recently invested \$3.4 billion to acquire a 30-year concession to own and operate 109 km of rail in the UK between London and the Chunnel.

The investment is attractive because the trains are frequent and fast and they have redefined the travel paradigm between Britain and continental Europe, between London and Paris.

"We must ask ourselves how the same shift can be made possible in Canada's busiest travel corridor of Toronto-Ottawa-Montreal," He said. "Today worldwide, 30,000 km of passenger rail infrastructure is being planned or under construction. Approximately 50 countries have even invested in high speed passenger rail, including most G20 countries with the exception of Canada and Mexico.

"In the US, Amtrak's most profitable route is the Acela express serving the Boston-Washington corridor, at speeds of up to 240 km per hour.

"A similar deployment may be possible in the Toronto-Ottawa-Montreal sector in order to reduce running times by another 45 minutes making Toronto-Ottawa in around three hours and Toronto-Montreal in less than four hours," he noted.

"Part of the answer may lead us to conclude that at a minimum, freight and passenger trains must run on separate tracks, under different operating rules, particularly as their respective speeds differ by more than 65 km/h.

"Close to 150 years ago, the train brought Canada together and allowed its settlers to build a resource-wealthy, free and prosperous society. Hopefully, 150 years from now, it will have helped keep Canada one of the most environmentally-friendly, free and rich countries on earth," he concluded. ■

Revenant sur les questions financières, Marc Laliberté a affirmé que VIA veut être financièrement et commercialement viable. « En tant que Canadiens, nous pouvons accepter de subventionner le service de transport ferroviaire voyageurs vers des régions éloignées où les autres moyens de transport sont limités. »

« Toutefois, là où il existe une demande du marché – comme dans le Corridor et sur les trajets de longues distances pendant la haute saison touristique –, les liaisons de VIA Rail devraient compter moins sur les subventions et plus sur les produits voyageurs pour couvrir leurs coûts. Les liaisons de l’Océan et du Canadien dans notre Corridor et pendant la haute saison devraient atteindre un seuil de rentabilité. Nous y travaillons. »

Une aide gouvernementale sera toujours essentielle à l’existence d’un service ferroviaire voyageurs. « Partout dans le monde, les gouvernements financent en tout ou en partie leur service ferroviaire voyageurs, ainsi que leurs autres modes de transport. »

Ce que VIA souhaite réaliser est « un plan d’affaires qui prévoit le financement de la croissance et de la modernisation par diverses sources et non pas exclusivement par le gouvernement. Dans le monde entier, nous constatons l’intérêt croissant des marchés financiers à l’égard des investissements liés au transport ferroviaire voyageurs. »

Teachers’, le plus important fonds de retraite de l’Ontario, et le Régime de retraite des employés municipaux de l’Ontario (OMERS) ont acquis récemment, au coût de 3,4 G\$, une concession de 30 ans afin de posséder et d’exploiter un tronçon de 109 km au Royaume-Uni, entre Londres et le tunnel sous la Manche.

Cet investissement est intéressant parce que les trains sont fréquents et rapides et qu’ils ont redéfini le paradigme des voyages entre la Grande-Bretagne et l’Europe continentale, entre Londres et Paris.

« Nous devons nous demander comment ce changement serait possible dans le corridor Toronto-Ottawa-Montréal qui est le plus

achalandé au Canada, a ajouté Marc Laliberté. Dans le monde, on planifie ou on construit actuellement 30 000 km d’infrastructures ferroviaires pour voyageurs. Quelque 50 pays ont même investi dans le transport ferroviaire voyageurs à haute vitesse, notamment la plupart des pays du G20 à l’exception du Canada et du Mexique.

« Aux États-Unis, le trajet le plus rentable d’Amtrak est celui de l’Acela Express qui dessert le corridor Boston-Washington à une vitesse pouvant atteindre 240 km/heure. Un déploiement semblable pourrait être possible dans le triangle Toronto-Ottawa-Montréal afin de réduire de 45 minutes le trajet et, ainsi, parcourir Toronto-Ottawa en environ trois heures

et Toronto-Montréal en moins de quatre heures », a-t-il noté.

« Une partie de la réponse pourrait nous amener à conclure que les trains voyageurs et les trains marchandises devraient au moins circuler sur des voies distinctes et se conformer à des règlements d’exploitation distincts, surtout que leurs vitesses respectives diffèrent de plus de 65 km/heure. »

« Il y a près de 150 ans, le chemin de fer a relié les provinces canadiennes et permis aux pionniers de bâtir une société libre, prospère et riche en ressources. On ne peut qu’espérer que dans 150 ans, il aura aussi contribué à faire du Canada l’un des pays les plus libres, les plus riches et les plus respectueux de l’environnement sur la planète », a-t-il conclu. ■



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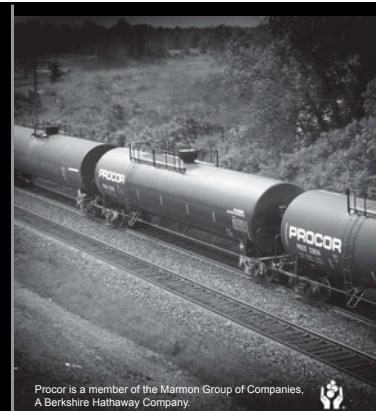
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CRS 2012 Highlights Rail's Position as a Backbone of Canadian Economy

The summit also served as a brainstorming session for the best and brightest minds in the Canadian rail industry to discuss timely technical and commercial issues facing operators, suppliers, customers, government and investors.



**CRS
2012
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SUMMIT

In mid-October, key players in Canada's rail sector descended upon downtown Montreal for the 2012 Canadian Rail Summit, Canada's premier bi-annual rail conference hosted by the Railway Association of Canada.

The event brought together some 300 experts and industry professionals who shared their ideas surrounding new technologies, research and development, capital investment programs and insights on accessing and building the rail business in Canada.

"We had an outstanding balance of voices at this year's conference," said Michael Bourque, President and CEO of the RAC. "Every area of the industry was represented. We had members from passenger and freight railways, and the short line presence was excellent. It was also great to be able to have the suppliers there, since the railway-customer relationship is so important to Canada's economy."

Bourque said CRS 2012 gave key players from across the industry a chance to liaise on a variety of subjects that will impact rail's role in the country's supply chain going forward, one that is increasingly important since Canada's rail network moves more than 70 million passengers and almost three quarters of the country's surface goods each year.

"It was great to hear from industry leaders like Claude Mongeau from CN and Marc Laliberté from VIA," said Bourque. "Their voices gave a great sense of where we are as an industry and the positive direction in which we're headed."

Laliberté, one of the conference's keynote speakers, spoke to a packed conference room about the initiatives that are transforming VIA, such as federal government-funded infrastructure investments, intermodality agreements and service improvements in the busy Windsor-Quebec City corridor.

"[The rail industry] is the backbone of Canada," said the president of the federal Crown Corporation.



"Canada was created by rail and we still carry a lot of people and goods by rail today. I don't think the general population realizes that. So it's more and more important that we do these sort of summits and also that we make sure the population in general is fully aware of them."

During the two-day conference, attendees took in several workshops under the theme "Building the Business of Rail," aimed at highlighting developments and areas of opportunity in Canada's thriving rail sector. There were also tours of Montreal's VIA Rail Facility and the Port of Montreal, Canada's number-one container port.

The summit also served as a brainstorming session for the best and brightest minds in the Canadian rail industry to discuss timely technical and commercial issues facing operators, suppliers, customers, government and investors.

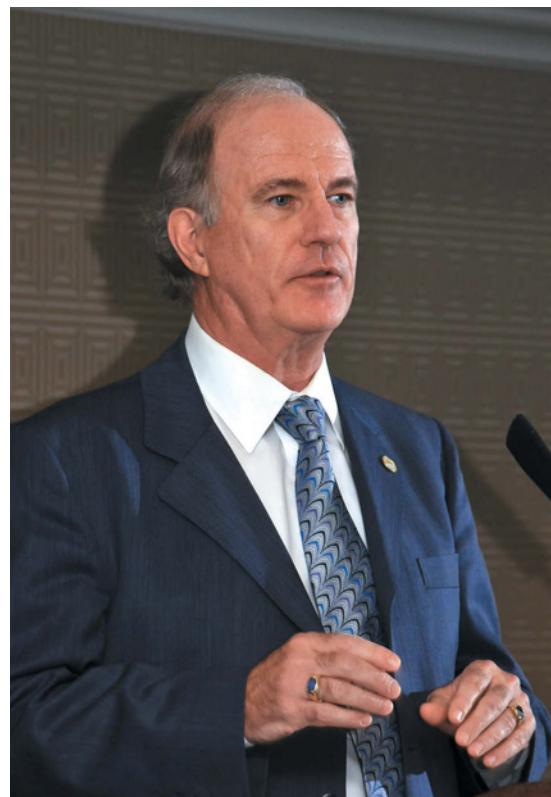
In addition, the conference's Trade Show allowed more than 30 exhibitors to showcase the latest products and initiatives improving Canada's rail sector.

Committee meetings were held behind closed doors, but question-and-answer sessions during workshops made for an interactive dialogue between rail representatives.

Attendees were able to get a sense of the exciting developments that are taking place across all sectors, said Jean-Paul Rodrigue, professor in the Department of Global Studies and Geography at Hofstra University, who delivered the conference's opening plenary.

"On a yearly basis, it's not that often that you have the opportunity to have a lot of people from the same industry under the same roof," said Rodrigue, who gave a presentation entitled "Ten Global Trends Impacting North American Rail Freight Distribution, Revisited." "You can talk with those folks on an individual basis most of the time, but having them all at once creates interesting and positive effects."

Rodrigue added that for a complex industry like the rail sector, trade conferences are useful



Le SRC 2012 fait ressortir le rôle du rail comme épine dorsale de l'économie

À la mi-octobre, des intervenants clés du secteur du rail canadien ont convergé vers le centre-ville de Montréal à l'occasion du Sommet du rail du Canada 2012 (SRC 2012), conférence ferroviaire semestrielle de premier ordre organisée par l'Association des chemins de fer du Canada (ACFC).

Le sommet a permis de réunir quelque 300 experts du secteur qui ont partagé leurs points de vue concernant les technologies de pointe, la recherche et le développement, les projets d'immobilisations et le développement des affaires dans le domaine ferroviaire au Canada.

« Un éventail équilibré de points de vue ont été formulés lors de ce sommet, a affirmé Michael Bourque, président-directeur général de l'ACFC. Tous les segments du secteur ont répondu à l'appel. Le sommet a accueilli des membres de chemins de fer voyageurs et marchandises, et les chemins de fer d'intérêt local (CFIL) étaient très bien représentés. Nous nous sommes également

réjouis de la présence des fournisseurs, étant donné l'importance de la relation chemin de fer - client pour l'économie canadienne. »

Selon M. Bourque, le SRC 2012 a permis à des gens de tous les milieux d'échanger sur une foule de sujets qui influeront sur le rôle du rail dans la chaîne d'approvisionnement nationale, un rôle qui va en grandissant, car le réseau ferré canadien transporte plus de 70 millions de voyageurs et près des trois quarts des produits expédiés par transport de surface, chaque année.

« L'apport de leaders comme Claude Mongeau du CN et Marc Laliberté de VIA a été très apprécié, a ajouté M. Bourque. Ils nous ont aidés à mieux voir la situation du secteur et l'orientation positive qu'il a prise. »

De très nombreuses personnes ont suivi l'exposé de M. Laliberté, l'un des principaux conférenciers, qui a parlé des initiatives qui transforment VIA, comme les immobilisations



because they enable people from very different backgrounds to meet.

"The rail industry relies on a lot of suppliers and customers from very different sectors, from wood products, to containers, to those who repair equipment who provide IT," said Rodrigue. "People are trying to chat with people they know and establish business relationships, and at the same time to get an idea of trends or something new happening."

Presentations like Rodrigue's brought to light new business opportunities and re-emphasized that Canada's rail sector is spending billions of dollars on infrastructure, equipment and services. In addition to various presentations on domestic business development, there were other workshops on less obvious – but equally practical – topics such as short line security and how to be successful in the European rail market.

Throughout the event, it was obvious that "building the business of rail" means more than just R&D and capital expenditures. Workshops focused around safety and sustainability reiterated that commitment to these two areas makes good business sense and is critical to prosperity in the sector.

The RAC recognized Canadian railways' safety efforts with their annual Safety Awards, which were presented to four companies that contributed to safe transportation and enhanced general public awareness of rail safe practices in 2012.

The awards were presented during the gala dinner, which was held at Montreal's historic Windsor Station. Although it is no longer part of the rail network, the National Historic Site of Canada and Heritage Railway Station was a fitting setting, as it was once both a station and the headquarters of Canadian Pacific Railway Company.

While the awards were based on contributions to safety, each company's improvement initiative took a very unique approach. VIA Rail held a creative conference on high-risk rail crossing awareness, CN developed an initiative to measure railway safety culture and Montreal's Agence Métropolitaine de Transport (AMT) developed a Railway Response Guide to enhance emergency services in the Greater Montreal region.

Canada's smaller railways also got in on the action, as the Quebec North Shore and Labrador Railway was recognized for its innovative air leak detection device, proving that commitment to safety innovation is alive and well at all levels. Using ultrasound, the tool senses air leaks on trains' braking systems caused by cold weather in the Côte-Nord, and aims to stop issues and delays before they begin. ■

financées par le gouvernement fédéral dans les infrastructures, les ententes d'intermodalité et les améliorations au service dans le corridor affairé Windsor-Québec.

« [Le secteur ferroviaire] est l'épine dorsale du Canada, a déclaré le président de l'entreprise d'État fédérale.

« Le Canada doit son existence au rail, et encore aujourd'hui, le rail transporte beaucoup de personnes et de marchandises. Je ne crois pas que l'ensemble de la population le sache. Il est donc de plus en plus important que nous organisions des sommets comme celui-ci et que nous nous assurons que la population soit au courant. »

Pendant les deux jours du sommet, les participants ont pu assister à des ateliers sous le thème « La croissance des affaires au chemin de fer », soulignant les développements et les occasions dans le secteur du rail canadien en plein essor. Ils ont aussi pu visiter des installations de VIA et le port de Montréal, principal port à conteneurs au Canada.

Le SRC 2012 a aussi été le lieu de divers remue-ménages où les esprits les plus brillants du secteur ont discuté de questions techniques et commerciales actuelles qui préoccupent les exploitants, les fournisseurs, les clients, les pouvoirs publics et les investisseurs.

De plus, le salon commercial tenu dans le cadre du SRC 2012 a accueilli plus de 30 exposants venus présenter les tout derniers produits et initiatives qui améliorent le rail au Canada.

Les comités se sont réunis à huis clos, mais les périodes de questions des ateliers ont donné lieu à des dialogues interactifs entre représentants du secteur.

Les participants ont pu constater les développements passionnnants qui se produisent dans tous les domaines, a ajouté Jean-Paul Rodrigue, professeur au département d'études mondiales et de géographie de l'Université Hofstra, qui a prononcé l'allocution d'ouverture.

« Les possibilités de réunir dans une année tant de personnes d'un même secteur à un même endroit sont plutôt rares », a commenté M. Rodrigue lors de son exposé présentant une nouvelle analyse des dix tendances mondiales qui influent sur la distribution ferroviaire des marchandises en Amérique du Nord. « La plupart du temps, on peut parler avec les gens individuellement, mais avoir accès à toutes ces personnes en même temps a des effets intéressants et positifs. »

M. Rodrigue a ajouté que, pour un secteur aussi complexe que le rail, les conférences



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sectorielles sont utiles, car elles permettent à des gens d'horizons variés de se rencontrer.

« Le rail est tributaire de nombreux fournisseurs et clients de divers secteurs, allant des produits du bois aux conteneurs, en passant par les réparateurs de matériel et les fournisseurs de TI. Les gens essaient de parler avec les participants qu'ils connaissent et de se faire une idée des tendances et des récents développements. »

Les exposés comme celui de M. Rodrigue ont mis en lumière des débouchés commerciaux et rappelé à nouveau que le secteur du rail au Canada consacre des milliards de dollars à l'infrastructure, au matériel et aux services. En plus des diverses présentations sur le développement des affaires à l'échelle nationale, d'autres ateliers sur des sujets moins connus, mais tout aussi pertinents, comme la sécurité dans les CFIL et la façon de réussir sur le marché ferroviaire européen, ont aussi eu lieu pendant le sommet.

Tout au long du SRS 2012, il était évident que « La croissance des affaires au chemin de fer » dépassait largement le cadre de la R. et D. et des programmes d'immobilisations. Les ateliers sur la sécurité et le développement durable ont rappelé que l'engagement dans ces deux domaines est rentable sur le plan commercial et indispensable à la prospérité du secteur.

Par ailleurs, l'ACFC a reconnu les efforts des chemins de fer canadiens en matière de sécurité en attribuant ses Prix d'excellence en sécurité annuels à quatre entreprises ayant contribué à la sécurité du transport et conscientisé le public aux pratiques ferroviaires sécuritaires en 2012.

Les prix ont été remis lors d'un dîner de gala tenu dans l'historique gare Windsor de Montréal. Même si cet immeuble ne fait plus partie du réseau ferré, il est désigné lieu historique du Canada et gare ferroviaire patrimoniale. Il convenait donc parfaitement pour l'occasion, étant donné qu'il s'agit d'une ancienne gare du Chemin de fer Canadien Pacifique, dont il abritait aussi le siège social.

Les prix visaient à récompenser les contributions à la sécurité, et à cet égard, les lauréats ont tous adopté une approche novatrice. VIA Rail a organisé une conférence sur la promotion de la sécurité aux passages à niveau à risque élevé, le CN a mené une initiative visant à mesurer la culture de la sécurité et l'Agence métropolitaine de transport (AMT) de Montréal a préparé un Guide d'intervention en milieu ferroviaire afin d'améliorer les services d'urgence de toutes les municipalités de l'agglomération montréalaise.

Les chemins de fer canadiens plus petits ont aussi joué un rôle, et le Chemin de fer QNS&L a reçu un des Prix d'excellence en sécurité pour son dispositif portable de détection des fuites novateur, qui démontre que l'engagement à innover en matière de sécurité est bien présent, à tous les échelons. Le détecteur utilise les ultrasons pour déceler les fuites dans le système de freinage des trains, causées par les basses températures sur la Côte-Nord, et il vise à prévenir les risques et à réduire le nombre de retards. ■



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Safety takes center stage at the 2012 Canadian Rail Summit

In a country that boasts the third largest railway network in the world, one that transports the fourth largest volume of goods, safety can become a cause for concern.

But despite the healthy activity on Canada's railways, the nation has hung its hat on its rail safety record in recent years. And as more trains are moving more goods and people, safety on and around the rails is improving.

The country's supply chain is working around the clock to transport its wealth of resources to growing markets and urbanization is commonplace in major Canadian cities. But despite the spike in activity, incidents are being reduced. The Canadian Transportation Safety Board – an independent agency that advances transportation safety – reported that in 2011, rail accidents were down five percent from the previous year and down 15 percent over the past five years.

This trend is not a coincidence. Teams from Canada's freight and passenger railways are taking initiatives to deliver consistent improvements across the industry.

Four of these efforts were recognized in the form of the 2012 Safety Awards, which were presented at October's 2012 Canadian Rail Summit, hosted by the Railway Association of Canada in Montreal.

The Safety Award officially recognizes the rail industry's contribution to safe transportation and encourages the industry to continue adopting

better working and operating practices, as well as enhancing general public awareness of rail safe practices.

VIA Rail Canada was awarded for its conference on high-risk railway crossing awareness. The nation's only Class 1 passenger service sparked safety discussions by gathering community safety leaders at the conference that was geared at mitigating potential risk with railway crossings.

The conference attracted nearly 100 representatives from 33 separate agencies including municipal and provincial police forces, Transport Canada and the Chief Coroner of Québec.

"We thought it would be a good idea to meet with the police in those areas and sensitize them to what the issues and risks are and secure their involvement and their buy-in to help us with the problem," says Nicolas Panetta, a senior advisor with VIA's safety and risk management team.

With Canada's railways moving 70 million people and more than 70 percent of the country's surface goods each year, public and private crossings are busy with traffic. But despite the increased traffic and co-existence with motorists and pedestrians, Canadians still believe rail is the safest mode of transportation.

In a national survey conducted by the RAC in March 2012, 80 percent of Canadians felt that rail was the safest mode of transportation. The poll found that this sentiment was the result of

The Canadian Transportation Safety Board reported that in 2011, rail accidents were down five percent from the previous year and down 15 percent over the past five years.



Robert Rivest, left, Karen Lamothe and Sylvain Rodrigue, AMT.



From left, Claude Mongeau, CN, Jean Tierney, Nicolas Panetta, VIA, and Michael Bourque, RAC.

Sécurité occupe une place centrale au Sommet du rail du Canada 2012

Dans un pays dont le réseau ferroviaire est le troisième en importance au monde et sert au transport du quatrième plus gros volume de marchandises, la sécurité peut être une source de préoccupations.

En dépit de l'activité intense sur les lignes des chemins de fer canadiens, le pays a mis l'accent sur sa fiche de sécurité ferroviaire ces dernières années. Et tandis que des trains plus nombreux transportent davantage de personnes et de marchandises, la sécurité s'améliore sur les voies et à proximité.

La chaîne d'approvisionnement canadienne est en activité 24 heures sur 24 pour assurer le mouvement des abondantes ressources vers les marchés en croissance, et la plupart des grands centres canadiens vivent une urbanisation. Malgré l'activité accrue, le nombre d'incidents diminue. Selon le Bureau de la sécurité des transports du Canada (BST) – organisme indépendant de promotion de la sécurité dans les transports – en 2011, le nombre d'accidents ferroviaires a diminué de 5 pour cent par rapport à 2010, et de 15 pour cent au cours des cinq dernières années.

Ce n'est pas le fait du hasard. Des équipes des chemins de fer marchandises et voyageurs du Canada mènent des initiatives visant à améliorer constamment la sécurité dans tout le secteur.

Quatre de ces initiatives ont été récompensées par des Prix d'excellence en sécurité 2012, décernés lors du Sommet du rail du Canada 2012 (SRC 2012), organisé en octobre par l'Association des chemins de fer du Canada (ACFC), à Montréal.

Le Prix d'excellence en sécurité récompense officiellement la contribution du secteur ferroviaire à la sécurité des transports et encourage celui-ci à continuer d'adopter de meilleures pratiques de travail et d'exploitation, tout en conscientisant le public à la sécurité ferroviaire.

VIA Rail Canada a reçu un des prix pour sa conférence sur la promotion de la sécurité aux passages à niveau à risque élevé. Le seul service voyageurs de classe 1 au pays a suscité des discussions sur la sécurité en regroupant des leaders communautaires dans le cadre d'une conférence axée sur l'atténuation des risques potentiels liés aux passages à niveau.

La conférence a réuni près de 100 représentants de 33 agences différentes, y compris de corps policiers municipaux et provinciaux, de Transports Canada et du bureau du coroner en chef du Québec.

« Nous avons pensé que c'était une bonne idée de rencontrer les services de police de ces secteurs pour les sensibiliser aux problèmes et aux risques possibles, ainsi que pour obtenir leur participation et leur appui afin de nous aider à les résoudre », déclare Nicolas Panetta, conseiller principal de l'équipe Gestion de la sécurité et des risques chez VIA.

Chaque année, les chemins de fer du Canada transportent 70 millions de personnes et plus de 70 pour cent des marchandises expédiées par transport de surface, et la circulation est dense sur les passages à niveau privés et publics. Mais en dépit de l'augmentation du trafic ferroviaire

Selon le Bureau de la sécurité des transports du Canada (BST) en 2011, le nombre d'accidents ferroviaires a diminué de 5 pour cent par rapport à 2010, et de 15 pour cent au cours des cinq dernières années.



Claude Mongeau, left, Brian Kalin, CN, and Michael Bourque, RAC.



From left, Claude Mongeau, CN, Adriano Catino, Philippe Nadeau, Mark Rodgers, QNSL, and Michael Bourque, RAC.

awareness of safety efforts being made by the rail industry.

Their confidence in the sector is well-founded.

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

Canadian railways have maintained their distinction as the safest in the world by enhancing the dialogue and pushing safety to the front of everyone's minds.

For example, Canadian National (CN) was given a Safety Award for its initiative to measure and strengthen railway safety culture.

John Orr, the company's Vice President, Chief Safety and Sustainability Officer, thinks that spreading the safety message across the organization has been good for business and company morale.

"Safety culture for us is what we want to stand for," says Orr. "We want

to be able to participate in supply chain logistics with our customers and we want to be able to participate in safety management systems with our employees. On the whole, it's something we want to do as part of our social responsibility."

In its most recent audit, Transport Canada named Canada's largest railway a leader in the industry of safety culture and ranked them a 4.5 out of a score of 5. The score marked a drastic improvement over CN's result in the government department's first audit.

The Class 1 railway made a concerted effort to embed the safety culture in the attitudes of all employees, from first-line supervisors all the way up to the executive suite. It recognized the importance to have employees who can listen, but feel that they can be heard as well.

Montreal's Agence métropolitaine de transport (AMT) took the same approach, understanding that safety begins with education. AMT's efforts were recognized with a Safety Award for its Railway Response Guide, a tool that

focuses on enhancing the emergency services in every municipality across the Greater Montreal region.

"Based on the resources at our disposal, we decided to build this guide to tell [the employees] about who we are and what we do and how the commuter trains are operated," says Sylvain Rodrigue, head of OMS (Operations and Monitoring Centre) and Emergency Measures with AMT. "The ultimate goal was to be able to provide on-site training for the staff on the trains."

In addition to the discussions and documents facilitating the exposure of rail safety measures, the TSB is presenting opportunities for safety interaction improvements between rail operations and the public. Its investigations cover a number of safety subjects like operational decision-making, risk management and supervision.

Opportunities for improvement are also being hatched through innovation in the industry.

The Quebec North Shore Labrador Railway (QNSL) was awarded a 2012 Safety Award for its portable air leak

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et du fait que les automobilistes et les piétons franchissent les mêmes voies, les Canadiens croient toujours que le rail est le mode de transport le plus sécuritaire.

Dans un sondage national mené par l'ACFC en mars 2012, 80 pour cent des Canadiens ont dit penser que le rail était le mode de transport le plus sécuritaire. L'enquête a révélé que ce sentiment découlait des efforts de sensibilisation en matière de sécurité menés par le secteur ferroviaire.

Et leur confiance dans ce secteur est fondée.

Le rail est de loin le mode de transport le plus sécuritaire au Canada. En 2010, seuls 77 accidents de trains voyageurs ont été signalés, et on estime à 73 millions le nombre estimatif d'usagers des trains de banlieue, soit un taux d'incident d'environ un sur un million.

Les entreprises ferroviaires canadiennes ont conservé leur réputation de chemins de fer les plus sécuritaires au monde en accentuant le dialogue et s'assurant que tout le monde garde la sécurité en tête.

Par exemple, la Compagnie des chemins de fer nationaux du Canada (CN) a été lauréate d'un Prix d'excellence en sécurité pour son initiative en vue de mesurer et de renforcer la culture de la sécurité ferroviaire.

Selon John Orr, vice-président et chef de la Sécurité et du développement durable au CN, la diffusion du message de sécurité à l'échelle de l'entreprise a eu des effets positifs sur les affaires et sur le moral du personnel.

« La culture de la sécurité nous tient à cœur, précise-t-il. Nous voulons être en mesure de participer à la logistique de la chaîne d'approvisionnement avec nos clients et aux systèmes de gestion de la sécurité avec notre personnel. D'un point de vue général, c'est quelque chose que nous voulons faire dans le cadre de notre responsabilité sociale. »

Dans sa plus récente vérification, Transports Canada a désigné le CN comme étant un chef de file dans le domaine de la culture de la sécurité et lui a attribué la note de 4,5 sur 5. Il s'agissait d'une amélioration marquée

par rapport à la note obtenue par le CN lors de la première vérification.

Le chemin de fer de classe 1 a fait un effort concerté pour planter la culture de la sécurité dans l'attitude de tous ses employés, depuis les superviseurs de premier niveau jusqu'aux cadres de la direction. Il a reconnu l'importance d'avoir des employés qui peuvent écouter, mais qui sentent aussi qu'ils peuvent être écoutés.

Comprenant que la sécurité commence par la sensibilisation, l'Agence métropolitaine de transport de Montréal (AMT) a adopté la même approche. Grâce à ses efforts, l'AMT a été choisie comme lauréate d'un Prix d'excellence en sécurité pour son Guide d'intervention en milieu ferroviaire, un outil qui vise à améliorer les services d'urgence de toutes les municipalités de l'agglomération montréalaise.

« En nous appuyant sur les ressources à notre disposition, nous avons créé ce guide pour nous faire connaître [aux employés] et pour parler de nos services et de la façon dont les trains de banlieue sont exploités, explique Sylvain

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detection device, which uses ultrasound to detect these leaks.

Due to low operating temperatures during the winter in the Côte-Nord, trains carrying iron ore in QNSL's operating region experience problems associated with air leaks on the braking systems, which cause significant operating delays and risks associated with operating trains.

The detection makes it possible to proceed to minor repairs and increases reliability.

Since the implementation of the detector, QNSL has seen a 95 percent reduction in operating delays related to air leaks on trains.

These sorts of innovative and informative developments in the industry are setting a positive standard across the world's third largest rail network.

And as traffic and volume increase to meet national and international demands, Canada's rail safety record is going in the opposite direction. As Canada's railways continue to lead the way through innovation and education, they are solidifying a world-class safety record that mirrors the country's world-class rail network. ■

Rodrigue, chef du Centre d'opération et de surveillance et des Mesures d'urgence à l'AMT. Le but ultime était de pouvoir fournir une formation en milieu de travail au personnel à bord des trains. »

En plus de favoriser la diffusion des mesures de sécurité du secteur ferroviaire au moyen de discussions et de documents, le BST offre des possibilités d'amélioration de la sécurité dans les interactions entre les activités ferroviaires et le public. Ses enquêtes portent sur de nombreux éléments liés à la sécurité, comme la prise de décisions opérationnelles, la gestion des risques et la supervision.

L'innovation dans le secteur donne également lieu à des possibilités d'améliorations.

Le Chemin de fer QNS&L (QNSL) est lauréat d'un Prix d'excellence en sécurité 2012 pour son détecteur portable permettant de déceler les fuites d'air au moyen d'ultrasons.

Les basses températures hivernales sur la Côte-Nord causent des problèmes de fuites d'air dans le système de

freinage des trains qui transportent du minerai de fer dans le territoire du QNSL, ce qui entraîne des retards importants dans le service et augmente les risques liés à la circulation des trains.

La détection des fuites permet d'effectuer de petites réparations et d'accroître la fiabilité.

Depuis qu'il utilise ce détecteur, le QNSL a enregistré une diminution de 95 pour cent des retards liés aux fuites d'air.

Les développements novateurs et informatifs de ce genre dans le secteur contribuent à établir une norme positive dans l'ensemble du troisième plus grand réseau ferroviaire au monde.

Il en découle qu'au fur et à mesure que monte la courbe du trafic et des volumes afin de répondre à la demande interne et internationale, celle de la fiche de sécurité du rail au Canada évolue dans le sens contraire. Les chemins de fer du Canada demeurent des chefs de file grâce à l'innovation et à la sensibilisation, renforçant une fiche de sécurité de classe mondiale qui est à l'image d'un réseau ferroviaire de classe mondiale. ■

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President's Message continued from page 8

These days we don't hear CEOs of customer companies complain about rail service or efficiency, any more than you hear complaints about trucking. Most rail customers operate within a commercial contract or agreement that sets out the obligations for both parties. Canada's railways are competing and they are doing well, a fact borne out through significant investor confidence.

While we in the railway business are not finished advocating changes to the service legislation, we are looking forward to the dissolution of these myths so that we can start to work with all stakeholders in a productive, optimistic way. There are many challenges ahead for the economy and the country and we are looking forward to working in a spirit of collaboration with governments, communities and all railroad customers. ■

Le message du président suite de la page 8

Au cours des derniers mois, j'ai eu le plaisir de rencontrer un grand nombre d'experts en transport et en logistique et j'en ai appris beaucoup sur les changements et l'évolution qui ont marqué les transports en Amérique du Nord. Il existe un écart moins grand qu'on ne pourrait le croire entre les besoins et les préoccupations des entreprises de camionnage et ceux des chemins de fer. Plusieurs dirigeants d'entreprises de camionnage ont fait connaître leur réaction face à la récession et au ralentissement de la croissance qui a suivi. Ils

se concentrent maintenant sur l'exploitation d'un parc plus restreint de camions, l'utilisation plus efficace de leur matériel, l'élimination des remorques vides et l'imputation de frais pour tous leurs services, en particulier les services de qualité supérieure, dont le repérage de l'information et les services de logistique, qui permettent à leurs clients d'économiser de l'argent. Ils ont dû alléger leur gestion, tout en s'inspirant d'un client du secteur de la fabrication qui a instauré des méthodes de production à valeur ajoutée. Ils ont commencé à utiliser des camions plus longs, dont ceux dotés de plusieurs remorques et de remorques plus grandes.

Ces temps-ci, les PDG des entreprises clientes ne se plaignent pas du service ou de l'efficacité des chemins de fer, pas plus qu'ils ne se plaignent du transport par camion. La plupart des clients des chemins de fer disposent d'une entente ou d'un contrat de nature commerciale qui définit les obligations des deux parties. Les chemins de fer du Canada livrent concurrence et le font avec succès, fait confirmé par la confiance marquée que les investisseurs leur accordent.

Le secteur ferroviaire compte bien poursuivre ses efforts en vue d'obtenir des modifications à la législation sur le service. Toutefois, nous espérons la disparition rapide des vieux mythes afin que nous puissions travailler avec toutes les parties prenantes dans un état d'esprit productif et optimiste. L'économie et le pays auront encore de nombreux défis à relever dans les années à venir. Aussi sommes nous impatients de travailler dans un esprit de collaboration avec les gouvernements, les collectivités et les clients des chemins de fer. ■

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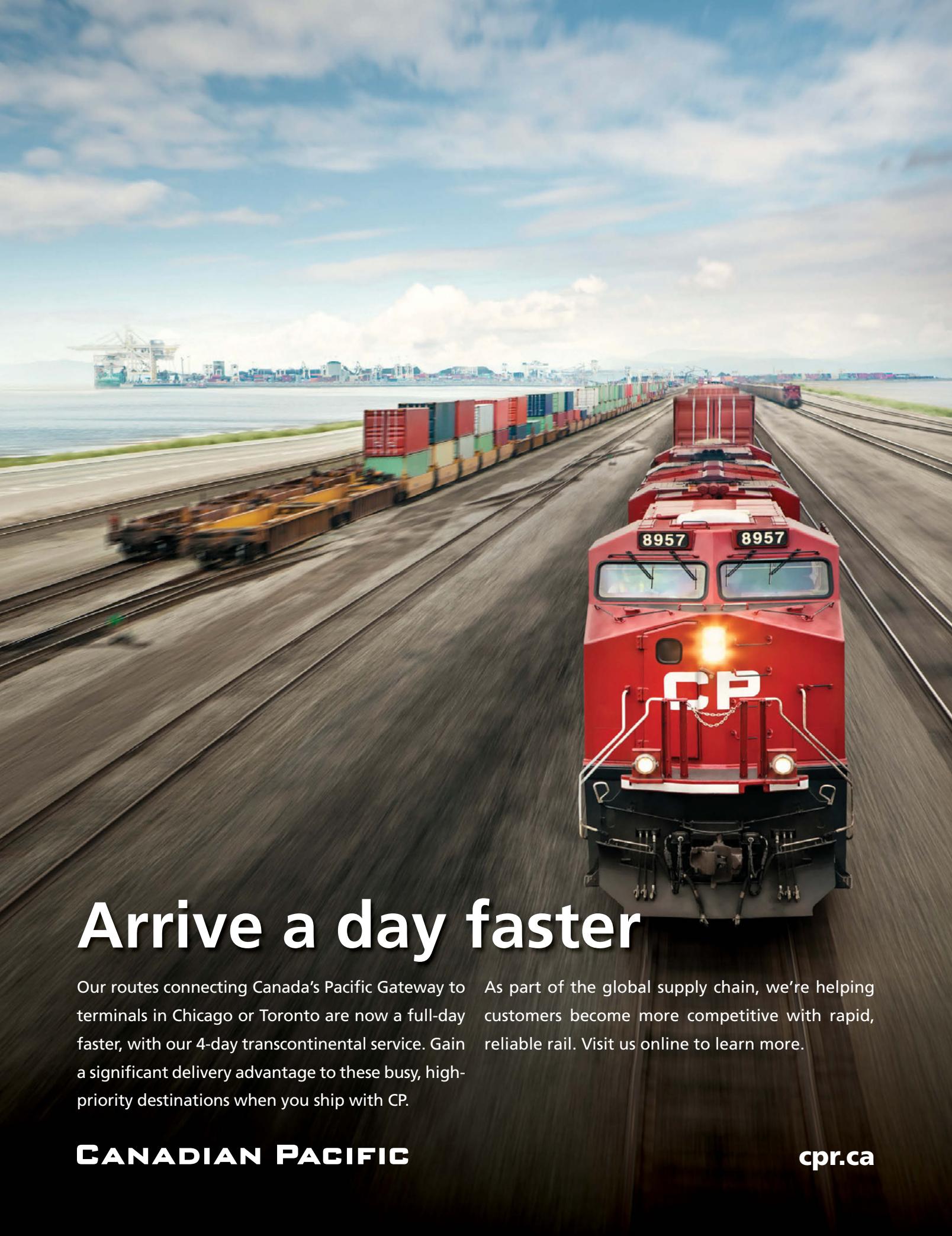
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