

Policy and Advocacy Committee

Meeting 2021-01

May 11, 2021

**People. Goods.
Canada moves by rail.**



Railway Association
of Canada

Competition Law Compliance Policy

STATEMENT

The RAC believes in fair competition for businesses in the transportation sector and for their customers.

The RAC is committed to comply with competition laws applicable in Canada.

Under the leadership of its Board of Directors, the RAC carries out its activities, in a way as to not prevent or lessen competition, provides guidance to its committees and its employees on how to comply with applicable competition laws, and promotes with them the importance and value to the RAC of complying with competition laws.

The RAC Corporate Secretary ensures that RAC, its committees and its staff are familiar and comply with this policy.

COMPETITION LAW

The thrust of competition laws is to maintain and encourage competition in the market place and as a result to prohibit any act or agreement that might lessen competition. Non-compliance with the law could constitute a criminal offence to which significant fines might be attached.

RAC is a forum for railway members to exchange information and views on the railway sector. Particularly because RAC is an association that represents most of the players in the rail sector in Canada, any activity it conducts that might have the result of lessening competition or might be perceived as such should be carefully scrutinized.

PROHIBITED ACTIVITIES

Any activity, including discussions or agreements that relates to the following issues could result in the lessening of competition and as such is strictly not allowed.

- Prices (rates) charged to shippers for services provided by members of the RAC
- Prices (costs) paid to suppliers for services provided to members of the RAC
- Any other conditions associated with services provided to shippers or received from suppliers of RAC members, including discounts, rebates, etc. and level of service provisions
- Customer or territory allocation
- Limitation of supply of services provided by RAC members to their customers

GUIDANCE

Any activity, including discussions or agreements that could even remotely be construed as being an agreement or arrangement covering issues that could prevent or lessen competition, cannot take place at the RAC or any of its committees or any meeting organized or attended by RAC staff.

When meeting, members of a RAC committee or of the Board of Directors should

- Have a preset agenda and take minutes, recording resolutions adopted and summarizing the essentials of conversations that took place.
- Limit themselves to issues identified on the agenda, except if circumstances call for other issues to be addressed.
- Require legal assistance if any issue to be discussed might cause the members to believe that competition laws could be infringed.
- Suspend or even postpone to a later date discussions on such issues if legal advice cannot be sought in a timely manner.

Staff of the RAC shall in their duties ensure the confidentiality of information brought to their attention by members, avoid conflict of interest or situations that would discredit the RAC.

September 2016

POLICY AND ADVOCACY COMMITTEE
MEETING 2021-01

Tuesday May 11, 2021 14:30 – 16:45 EST

AGENDA

<u>SCHEDULE</u>	<u>LEADER</u>	<u>TIME</u>
1. Welcome, Call to Order and Opening Comments	Chair	14:30
1.1. Competition Law Compliance Policy – Forward Statement		
2. Minutes of Last Meeting – October 14, 2020	Chair	14:35
3. Governance		
3.1. Election of a new Chairman	Chair	14:40
4. President's Report	M. Brazeau	14:45
5. Vice President's Report & Policy and Regulatory Affairs	C. Healey	15:00
6. Main Items		15:15
6.1. Federal Government Engagement	G. Kolz	
6.2. RAC Communications Update	S. Montreuil	
6.3. 2021 Events and Outreach	J. Greene	
6.4. Rail Trends	J. Thibault	
7. Status Report – PAC Standing Committees	ALL	15:55
7.1. Environment		
7.2. Workforce Development & Events		
7.3. Proximity Initiative		
7.4. Safety Culture Improvement Initiative		
7.5. Membership		
7.6. Passenger Rail		
7.7. Shortlines		
8. Other Business	ALL	16:10
9. Next Meeting	ALL	16:40
9.1. Next PAC Meeting – October 13, 2021		
10. Adjournment		16:45

*Agenda subject to change

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Meeting number: 143 609 4435
Meeting password: PAC202101

POLICY AND ADVOCACY COMMITTEE
MEETING 2020-02

Teleconference
October 14, 2020 14:30-17:00 pm EST

MINUTES

ATTENDANCE:

PRESENT

Mr. Sean Finn, CN, Chair
Ms. Fiona Murray, CN
Mr. Rob McKinstry, CP
Mr. Louis-Alexandre Lanthier, CN
Mr. Marc Brazeau, RAC
Ms. Johanne Delaney, RAC
Ms. Brianna Bowman, RAC
Mr. Luc Bourdon, GWRR
Mr. Peter Bedrossian, RAC
Ms. Stéphanie Montreuil, RAC
Ms. Michelle Papas, Rocky Mountaineer

Mr. Jonathan Thibault, RAC
Mr. Robert Taylor, CP
Ms. Emily Mak, SRY
Ms. Sandra Kazaka, RAC
Ms. Janet Greene, RAC
Mr. Ben Chursinoff, RAC
Mr. Rajesh Khetarpal, Metrolinx
Ms. Salem Woodrow, CP
Ms. Caroline Healy
Mr. Gregory Kolz, RAC
Ms. Jenelle Saskiw, RAC

ABSENT

Mr. Jonathan Abecassis, CN
Mr. Mark Southern, Rocky Mountaineer
Mr. Drew Duquette, Ontario Northland

Mr. Jeremy Berry, CP
Mr. Tony De Thomas, Essex

1. WELCOME, CALL TO ORDER AND OPENING COMMENTS

Greg Kolz welcomed the previous Chair, Fiona Murray and those present. Fiona Murray noted that there was a quorum and declared the meeting to be properly constituted for the transaction of business. The Competition guidelines were included in the briefing book and as no additional items were brought to the agenda; the meeting was called to order at 14:35

2. MINUTES OF LAST MEETING

Resolution 2020-01: Adoption of the minutes of the last meeting

It was moved by Robert Taylor and seconded by Louis-Alexandre Lanthier, that the Minutes of the Policy and Advocacy Committee meeting held in Ottawa on Tuesday, May 12, 2020 be taken as read and approved.

3. ELECTION OF A NEW CHAIR

Adoption of the chair

It was moved by Louis-Alexandre Lanthier and seconded by Robert Taylor, that Sean Finn be elected the new chair of the Policy and Advocacy Committee.

4. **PRESIDENT'S REPORT & UPDATE ON BUSINESS PLAN**

Marc Brazeau thanked Fiona Murray for her guidance and support during her time as chair of the Policy and Advocacy Committee (PAC). He noted that he looks forward to continuing to work with her as the new Chair of the Board of Directors. He then welcomed Sean Finn as the new Chair of PAC.

Mr. Brazeau noted that the RAC has over 30 business priorities. These priorities can be found in the briefing book under tab 4.

Infrastructure investments remain a high priority for the RAC. Mr. Brazeau noted that the RAC submitted their pre-budget submission in August and continues to encourage the federal government to invest in rail and its infrastructure. Whether it be through the National Trade Corridors Fund, railway crossing upgrades, or any initiatives aimed at ensuring programs like RSIP and Operation Lifesaver get the support they need.

A new Program Manager, Jenelle Saskiw, has been hired to lead the Proximity Initiative. Outreach to provincial governments is underway, and meetings are being scheduled for October and November.

Greg Kolz is now leading all the RAC government relation efforts. Mr. Kolz has been busy meeting with Senator's and MP's from all political parties and continues to put forth the rail story and the importance of working in collaboration with our elected officials.

The RAC had several events planned for 2020 and Mr. Brazeau is happy to report that many of these events have still taken place virtually. A positive outcome of switching platforms, the RAC has been able to reach out to more people and attract a larger portion of our membership.

Shortlines continue to be a priority for the RAC. To help on that front, the RAC has hired a new Executive Vice President and General Counsel, Caroline Healey. Ms. Healey comes to us from a shortline company and her experience and expertise will be a great asset to the RAC and will help move the shortline priorities forward.

Mr. Brazeau stated building the RAC brand out in the regions is a high priority. The goal is to make sure to continuously engage key provinces on a number of the issues that is listed on our priority list. Ms. Healey will also be accelerating our engagement with the Québec government. Ms. Saskiw, Project Manager, FCM / RAC Proximity Initiative, will be liaising with the government in Western Canada. Mr. Ben Chursinoff, who joined the RAC last fall and is also originally from Western Canada will be working with his contacts out West. The plan is to increase the RAC's presence and engagement even with the challenges posed by the pandemic by using virtual opportunities moving forward in both of these key regions.

Mr. Brazeau discussed some of the significant wins, risks and hedges from the Business Plan:

Wins

- Coalition letter with a number of shippers to support shortline railway competitiveness
- Hired RAC Proximity Initiative Program Manager (Jenelle Saskiw)
- Operation Lifesaver received renewal of it's 3-year funding from RSIP

Risks

- COVID-19 continues to be a moving target
- Economic downturn due to the pandemic may impact the RAC and its members

Hedges

- Rail Safety Week digital strategy has resulted in an increase in consumer awareness and engagement. Very successful week in terms of social media exposure which generated new partnerships due to remote strategy

Mr. Brazeau provided an updated on Q3 of the RAC's performance dashboard:

- Communications and Media Relations on track
- Public and Corporate Affairs at a slight delay as a result of COVID-19
- Operations and Regulatory Affairs continues to be on track
- Operation Lifesaver renewal of funding program caused some delay
- Finance and Operations on track with original forecast

5. VICE PRESIDENT'S REPORT & POLICY AND REGULATORY AFFAIRS

Ms. Healey recently joined the RAC team as Executive Vice President and General Counsel. Prior to the RAC, she worked at Genesee Wyoming as Vice President Legal and External Affairs. Ms. Healey's role at the RAC is to oversee operations, regulatory affairs as well as its government relations activities and to act as general counsel when required.

Grade Crossing Regulations

- Railways are currently being forced to foot the bill on what should clearly be a shared management responsibility between railways, municipalities and private landowners
- Challenges include the current deadline of November 2021 and a lack of funding for municipalities
- TC reiterated the importance of reducing fatalities at railway crossings and emphasized that a proposed extension must be based on making a strong safety case and dealing with current economic realities faced by all stakeholders
- TC has the information needed from the railways to begin preparing a briefing to the Minister, however, they will need to have additional discussions internally to ensure that the proper risk assessment approach is properly developed and detailed
- There is general support to engage Mayors directly given inaction to date by FCM
- FCM is looking for RAC support on their request for more RSIP funding
- RAC must reinforce RSA recommendations to Transport Minister that the federal government should allocate more funds for railway safety in Canada
- RAC must also, in partnership with Mayors, promote opportunity for more federal government investments in grade crossing upgrades as part of overall post COVID-19 economic recovery plans

Key Trains and Key Route Rules / Speed Restrictions

- RAC working group continues to move the file forward with TC
- The 60-day consultation period on the draft revised Key Trains Rules will begin today (October 14) with labour groups
- TC appears to be supportive of progress to date, including suggested revisions to temperature-based speed restrictions vs calendar date speed restrictions
- November 15th is the start of the winter season (Nov 15 to Mar 14) speed restriction requirement of the current MO 20-05 that companies must abide by. Speed restrictions based on temperature, as proposed in the draft revised rules, will not be in place by then. However, TC has indicated in the interim that they are contemplating an amendment to MO 20-05 by considering industry's recommendation of a temperature-based speed restriction
- TC will be looking for industry to agree to a risk mitigation approach and plans to have it signed off by railway Professional Engineers

- There is general support for RAC to engage other influential stakeholders to help deliver the message to TC that speed restrictions may have unintended consequences on customers (i.e. Federation of Agriculture, Provincial Premiers, Provincial Ministers of Transport)
- RAC needs to carefully monitor TC progress and coordinate timing of outside stakeholder engagement with TC

Canada's Clean Fuel Standard (CFS) Regulations

The proposed *Clean Fuel Standard Regulations* aims to reduce carbon emissions by setting lifecycle-based carbon intensity requirements for fuels in transportation. Once the regulations come into effect, biodiesel and renewable diesel blend rates in locomotive diesel are expected to increase as fuel suppliers are required to lower the carbon intensity of their products. The *Liquid Class Regulations*, Phase I of the CFS, will be published in Gazette I sometime in the fall. They will grant industry 75 days to comment.

The RAC has engaged multiple experts to conduct a review of the regulations and to highlight the implications to industry. The outcome of their review will be brought forward to RAC's Environment Committee for further consideration and to feed into industries final review and submission of comments by the end of the consultation period. The Canadian Chamber of Commerce has launched a campaign, during the 75-day comment period, targeting MPs and Cabinet Ministers, is urging them to work with Environment and Climate Change Canada to address key competitiveness concerns. The Canadian Chamber of Commerce supports a clean fuel standard, but not in current format. They maintain the requirements will hurt economic recovery and undermine long-term competitiveness on the International stage.

Quebec Outreach

RAC has hosted a series of meetings with a wide range of stakeholders in Quebec, including individuals and organizations in both the private and public sectors. These meetings have helped raise the RAC's profile in the Province of Quebec, develop partnerships, and create opportunities for collaboration that will benefit RAC members and the rail industry as a whole.

6. MAIN ITEMS

6.1 RAC Communications Update

- 2020-2021 strategic objective is to leverage content marketing & KPI data to fully utilize social media platforms and expand reach to stakeholders and partners, while increasing RAC authority
- Some of the results we have achieved include increased attendance at events, meetings with key stakeholders leading to requests for guidance (QC Ministry of transport and their forum de concertation series) and having a Minister as a special guest on a webinar
- Social Media & Website metrics indicate that COVID-19 overall has led to a more captive audience. The RAC has increased its reach, engagement and number of users. Increased viewership means that our event audiences are also growing. Our website has seen a decreased bounce rate which means people are finding what they are looking for and we've seen an increased amount of time and number of pages visited
- What used to be formally known as the RAC newsletter has been renamed RAC Daily News Update. It is a daily news clipping service that is distributed on a daily basis. The Daily News Update still garners an above average open rate and is a useful service for members who do not have internal comms departments to keep them up to date

- The RAC launched a new monthly newsletter in September. The newsletter has an open rate of 43.1% and an 11.1% click through rate; which is significantly higher than the Association's average of 20 – 25%. The newsletter will also serve as an additional income stream for the RAC through advertisements.
- In the September newsletter, we presented the team members that have been added to the RAC roster in recent months. They represent an added depth and breadth of knowledge that the RAC previously did not have. An upcoming campaign will see us featuring the team members on our various platforms so our members and key stakeholders can get to know them better
- As Robert Taylor mentioned in a Lunch & Learn with RAC staff– COVID creates the added challenge of how to create trust with stakeholders and is changing how we communicate. Conversely, we are using this opportunity to take the opportunity to connect with as many stakeholders via videocalls – something we would have usually done in person. The RAC has engaged the services of Meltwater to better target our stakeholders and react in real time
- The RAC is always open to member-led initiatives and is happy to assist members in developing campaigns or materials to help support them such as the grain reports. The RAC worked with CP and CN to help create a 5-point plan to support record grain haul years
- In May, a key deliverable that was identified was “Building out the RAC Video inventory”. To date, we have completed the following videos: Resiliency of the Rail Industry during COVID, Right Track introduction and CBoC report companion video. The next video will be a companion piece to the pre-budget submission. And the final video for 2020 will be an Introduction to the RAC rail atlas. The rail atlas continues to be the most visited page on our website and is a resource that could be used by a broader audience
- The upcoming Campaign's primary objective is to raise awareness. The secondary objective is to position the rail industry as a modern, green sector that is a key part of meeting the demands of the Canadian supply chain and further contribute to the economy by creating high paying jobs. The third underlying message we want to convey is that the rail industry is able and standing at the ready to be a partner in rebuilding the economy post COVID. We want to dispel any myths or misconceptions that railways may not be able to ramp up quickly
- The RAC will be re-invigorating the Shortline Committee and the Passenger Rail Committee

6.2 2020 Events and Outreach

Business of Rail

- The RAC held its 1st virtual Business of Rail on September 29 for Quebec legislators and stakeholders. The theme was Economic Recovery and we had 5 members companies present and they each represented a different sector within the rail industry (Class 1, Shortline, Commuter and Tourist). The Quebec Minister of Transport, Francois Bonnardel was also in attendance and gave a keynote address. This event brought in almost 80 participants. Overall, it was a very successful event.
- The RAC will be holding two more Business of Rail sessions this year. The first session will take place on November 18, 2020 and will deal with Grade Crossings. The targeted audience for this session will be RAC members and Federal government officials. The second session will be on November 25, 2020 and will focus on Western economic recovery. The target audience is provincial governments from Alberta, Saskatchewan and Manitoba.

Lunch and Learns

- The RAC has held 3 Lunch and Learns to date:
 - First session featured Oliver Wyman
 - Second session featured Angus Reid and Transport Canada
 - Third session featured Dr. Kyle Mulligan, CP
- RAC will be hosting four more lunch and learns this year focused on:
 - Economic Forecasting
 - Manufacturing of Rail equipment (upon request from TC)
 - Sustainability and Right Track
 - Proximity initiative

RAC Training Sessions

- Railway Operations Live has been deferred to 2021 due to COVID
- Upon request from various TC departments, there is a need for training new hires within so RAC is working on a three-part series of **Rail 101 sessions**. Each session will be between and 1-1.5 hours and will focus on CROR (rules) and operations.

6.3 Federal Government Engagement

Current state of play on Parliament Hill

- Cabinet Shuffle & Prorogation
- New Opposition Leader & Shadow Cabinet
- Speech from the Throne
- Standing Committees
- Fall Economic Update

Post COVID-19 Go-forward plan

- Continue to engage with RAC members
- Maintain on-going dialogue with Parliamentarians
- Forge relationships with high-ranking ministerial and departmental staff
- Advocate to ensure rail's vital role in safely and efficiently moving Canada's goods, resources and people

Federal Outreach

RAC filed its 2021 Pre-budget Submission with the House of Commons Finance Committee in early August. Since then, the RAC has hosted one-on-one (virtual) meetings with more than 35 MPs and Senators, in order to increase RAC brand relevance, promote the recommendations included in our 2021 pre-budget submission, and advocate to ensure rail's ongoing role in safely and efficiently moving Canada's goods, resources and people.

Issues Management

RAC continues to engage with various ministers and departments on a wide variety of issues of importance to Canada's railway industry. Whether it's been highlighting the plight of our passenger rail operators during the COVID-19 pandemic, including tourism and commuter railways that are suffering unprecedented challenges, or promoting the vital importance of our freight carriers, including shortline railways, which are essential components of Canada's supply chain, the RAC has been resolute in its approach.

7. **STATUS REPORT -PAC STANDING COMMITTEES**

Status reports are there for people to read and if they have any questions or comments to reach out to the RAC.

- 7.1.1 **Environment**
- 7.1.2 **Workforce Development & Events**
- 7.1.3 **Proximity Initiative**
- 7.1.4 **Safety Culture Improvement Initiative**
- 7.1.5 **Membership**

8. **OTHER BUSINESS AND NEXT MEETING**

8.1 **Next PAC Meeting**

The next PAC meeting should take place on May 11, 2021 in Ottawa. Venue TBD.

9. **MEETING END**

There being no further business, the motion to adjourn the meeting was made, seconded and unanimously adopted. The meeting ended at 4:00 pm.

PAC Action Items	BY WHOM	BY WHEN
1. Meeting minutes – October 14, 2020	BB	Next Meeting – May 2021
2. Provide PAC slides to committee		
3. Provide Grain Campaign to committee	SM	
4. Special call for grain outreach campaign	SM	Next 2-3 weeks
5. Special call for Key Trains and Key Route Rules / Speed Restrictions	CH	Next 2-3 weeks

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Goods.
Canada
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President's Report Spring 2021



Railway Association
of Canada

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
ENHANCED TRAIN CONTROL (ETC)	<p>A multiyear plan was approved by the BoD on October 15, 2020. The three deliverables planned for 2020 are completed:</p> <ul style="list-style-type: none">• Risk-prioritization criteria and a recommended application methodology to rank corridors with respect to risk;• A common definition of minimum functionalities to address identified risk levels;• Operational Concepts standards; <p>Work has started on other standards (System Requirements); Five sub-committees, with members from the participating railways, were established to focus on different areas of the development. A project manager has been hired.</p>	Ongoing
INFRASTRUCTURE INVESTMENTS	<ul style="list-style-type: none">• Promoted the importance of railway infrastructure funding in RAC's 2021 Pre-Budget Submission that was submitted to FINA on August 7, 2020.• Worked in cooperation with shortline members to advance Budget 2021 asks for federal and provincial-level programs to support shortline infrastructure renewal. (COMPLETE)• Worked with the Vancouver Board of Trade to sponsor a supportive resolution passed successfully at the Canadian Chamber of Commerce AGM last Fall.• Ongoing development to maintain a relationship with the Office of the Minister of Infrastructure and Communities to underscore the importance of federal investments into rail-based supply chain.	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
SUICIDE PREVENTION	OL has completed filming its English and French <i>Today is Better/ Ça va mieux</i> suicide-prevention campaign videos, which are currently in post-production. The Canada Suicide Prevention Service and the Association Québécoise de prévention du suicide (AQPS) each completed “safe messaging” reviews of the campaign materials in March, and OL also secured the Québec government’s approval to promote its 1-866-APPELLE number through the campaign in the province. OL’s rail partners – Metrolinx, TransLink, and exo – and the Toronto Transit Commission will also be promoting <i>Today is Better</i> through in-kind ads across their networks once the campaign is launched in May 2021.	Ongoing
PROXIMITY INITIATIVES	<p>Outreach to provincial ministers of transportation and municipal affairs, provincial / territorial municipal associations, and local governments continues to raise awareness and support for the proximity guidelines.</p> <p>Transport Canada will be formally endorsing the proximity guidelines through a policy statement of endorsement. Proximity Initiative will work closely with TC to communicate this news once finalized.</p> <p>An initiative to begin a proximity guidelines revision has been supported by the steering committee. Planning out the initiative will begin Q2 2021 with an anticipated completion in 2021-22.</p>	Q3-Q4

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
FEDERAL OUTREACH	<p>Over the past several months, RAC has hosted a series of more than 40 one-on-one meetings with targeted MPs and Senators to raise relevant issues and promote the RAC's 2021 pre-budget submission.</p> <p>Now that the federal budget has been released, meetings between relevant Ministers (Finance, Infrastructure, Industry, Environment, etc.) and RAC Board members are now being scheduled to take place in Q2.</p>	Q2
REGIONAL OUTREACH (NEW)	<p>RAC outreach in the Province of Quebec, as well as in Western Canada, is well underway. In the coming months, we will continue to meet with stakeholders in both regions. We will also expand our efforts in the Province of Ontario.</p> <p>GR firms in Ontario and Western Canada may be enlisted to help the RAC expand its network in both regions.</p>	Q2 - Q3
FEDERAL RAIL CAUCUS	<p>RAC met with the two Co-Chairs of the Federal Rail Caucus (MP Sherry Romanado & MP Dane Lloyd).</p> <p>The Rail Caucus has not met in over two years. Given the on-going COVID-19 pandemic, there is no immediate plan for the group to reconvene in person or virtually.</p> <p>Instead, the RAC is now focused on meeting with individual MPs and Senators and forging partnerships with members of the Transport, Finance, Environment, and Agriculture Committees.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
EVENTS	The RAC has held seven Lunch & Learns in 2021: Bank of Canada Monetary Policy Report; 4 sessions for Transport Canada on the railway supplier and manufacturing sector; Angus-Reid and Kevin Page on Canadian perceptions during COVID and Canada's economic forecast; and one on RAC's Dangerous Goods team and the services they offer.	Ongoing
	RAC will hold three virtual Business of Rail sessions this year. The BC Outreach session will take place on May 5. The Alberta session will follow once we know when the election will be held. The RAC will hold another QC outreach session in the Fall, follow-up to last year's event.	Ongoing
	RAC held a virtual Rail 101 session over a two-day period with 60 participants from Transport Canada, being a huge success with 100% positive feedback. We will continue to offer the virtual Rail 101 until such time as we can meet again in person.	Ongoing
	RAC will hold the first Women in Rail workshop in Canada, planned for May 25-26. We will take the opportunity to highlight all the wonderful achievements that women have made over the years in rail; whether it's in operations, management, or technology.	Ongoing
	RAC is working with the University of Alberta and Transport Canada on a Research and Development virtual conference for November 9-10. RAC is on the technical committee and will help select abstracts for presenters for the conference.	Q3-Q4

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
DRUG AND ALCOHOL TESTING	On hold.	Ongoing
SHORTLINE CAPITAL IMPROVEMENTS	<p>Survey RAC members to develop an investment profile to support shortline railway growth opportunities across Canada; (Data collection is on-going, poor response rate, further analysis required)</p> <p>Survey shortline members and provide data to Transport Canada to demonstrate funding needs of shortline railways (Completed in Q4 of 2020)</p> <p>Execute an awareness campaign (targeted at relevant MPs and MPPs) that leverages the Canadian Chamber of Commerce Policy Resolution for Shortline Railway support (Completed in Q3 of 2020)</p> <p>RAC Shortline Committee met on November 23, 2020.</p> <p>Work in cooperation with shipper groups to develop a program to enhance shortline competitiveness in Canada (Co-signed letter sent to Min. McKenna in Q2 of 2020)</p> <p>Our three prebudget submissions (Quebec, Ontario and Federal) each contained a recommendation supporting the creation/enhancement of funding programs dedicated to shortlines.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
CLEAN FUEL STANDARD (CFS)	Proposed regulations were published in Canada Gazette Part II on December 19, 2020. RAC enlisted Delphi to review the proposed regulations and leverage their expertise to formulate an industry response with support from the RAC Environment Committee. Comments were submitted to Environment and Climate Change Canada on March 4, 2021. Final regulations will be published in late 2021, with the coming into force of the regulatory requirement in December 2022.	Ongoing
ROLLAWAY PROTECTION	<p>Locomotive Inspection and Safety Rules, 2 phase amendment process regarding Rollaway Protection. Phase 1 filed with TC and conditionally approved subject to the approval of phase 2. A RAC revised White Paper was developed in support of proposed phase 2 rule change. Phase 2 rule (White Paper and supporting Risk Assessment) development completed and filed with TC on June 30. Feedback from TC received in February 2021.</p> <p>On March 10, 2021, TC issued MO 21-02 which requires railway companies and local railway companies to amend the <i>Railway Locomotive Inspection and Safety Rules</i> and the <i>Canadian Rail Operating Rules</i>. A RAC working group will be developing rules revisions shortly to address the MO's requirements</p>	Ongoing
SHORTLINE COMMITTEE	<p>Shortline committee was held on November 23, 2020, and gathered approximately 25 shortlines. The next SL Committee meeting is scheduled on May 19, 2021. Chuck Baker, the President and CEO of the American Short Line and Regional Railroad Association (ASLRRRA) is confirmed as guest speaker. The creation of a shortlines steering committee that would meet on a more regular basis is also contemplated.</p> <p>13 one-on-one meetings with shortlines were conducted in Q1 following the SL Committee of November 2020 to discuss advocacy opportunities and general collaboration/assistance from RAC. High participation and quick turnaround time for confirmation of attendance to upcoming SL Committee meeting on May 19, 2021.</p>	Q2

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
PASSENGER RAILWAY COMMITTEE	<p>Create passenger railways sub-committee to focus RAC's efforts to advocate effectively on behalf of members.</p> <ul style="list-style-type: none">• Committee members have been identified & contacted. First meeting will be held May 10, 2021:• We will re-establish committee Terms of Reference and priorities / Actions required• Have an Operation Lifesaver presentation in response to high trespassing incidents on passenger rail networks• Roundtable discussion: about how to attract passengers back to rail• Set up subsequent meetings for 2021 to execute action plan	Ongoing
BUILD RAC BRAND IN QUEBEC	<p>The RAC reached out to 19 stakeholders in Quebec in Q3-Q4 of 2020 and Q1 of 2021 from political staff (Premier's Office, Transport, Economy & Innovation and Finance), official opposition and public administration. These meetings served as an introduction to RAC, invitation to collaborate and to develop RAC brand in Quebec.</p> <p>Business of Rail event held in Q4 of 2020 that gathered more than 80 attendees.</p> <p>On February 12, 2021, the RAC submitted a Quebec prebudget submission and sent it separately to stakeholders met and attendees to Business of Rail event. A plan is underway to cover the municipal elections in the Fall of 2021.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
BUILD RAC BRAND IN WESTERN CANADA	<p>Formalize a working relationship with relevant Chambers of Commerce, Boards of Trade, and other stakeholder groups.</p> <p>Two Western outreach events were held on December 9, 2020, for Manitoba and Saskatchewan. Two additional events (Alberta & B.C.) will take place Q2 2021.</p> <p>Identify future GR partnership opportunities in Western Canada.</p>	Ongoing
MUNICIPAL RAIL SAFETY OUTREACH	<p>OL continues to find innovative ways to promote rail safety in municipalities across Canada, despite physical distancing requirements. In January, OL added additional materials to its rail safety “toolkit” for municipalities (first launched during Rail Safety Week) by launching two new animated videos about the dangers of trespassing and taking risks at rail crossings. These videos were promoted through a campaign on social media, which generated more than 541,000 views. Beginning on March 15, OL also ran a two-week radio and digital media campaign promoting its #STOPTrackTragedies messaging on 22 stations in 8 markets through Bell Media, and on another 20 stations in 12 markets outside of Bell's network. Markets were chosen based on OL's rail incident hotspot analysis, and the campaign reached an estimated 4 million listeners and generated 915,000 video views in those areas.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
CORPORATE PARTNERSHIPS	OL is currently working on a key corporate partnership with Mattel, which would allow OL to produce two rail-safety focused books (a storybook for young children, and an activity book for older kids), as well as an interactive website, all featuring the iconic Thomas the Tank Engine characters. This partnership would greatly amplify OL's rail safety message, particularly with children and their caregivers. In Q1, OL secured a \$15K corporate sponsorship for its Thomas & Friends initiative, and continued partnership discussions with technology company TRAINFO to support its general rail safety campaigns/outreach.	Ongoing
TRACK SAFETY RULES (MINISTERIAL ORDER 20-07)	Revision of the Track Safety Rules (TSR) is required under Section 19 of the Railway Safety Act as per Ministerial Order 20-07 issued on April 1, 2020. The required filing is phased over a two-year period with the final phase (Phase 3) due on April 1, 2022. Phase 1 rule revisions were filed on April 1, 2021, and the RAC working group is developing rule revisions to address Phase 2 requirements for filing by the deadline of October 1, 2021.	2020-2022
COVID-19 REGULATIONS & PROTOCOLS	Work with federal regulatory authorities (i.e., TC, Labour Canada) to grant temporary regulatory relief (i.e., exemptions, extension, and certificates) to help mitigate the impacts of the pandemic on members and support their compliance with guidance and directives of Public Health Authorities.	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
FATIGUE RISK MANAGEMENT REGULATIONS	TC identified that there are significant adjustments being made to the framework that was initially consulted on in March of this year. The proposed FRMS Regulations are now evolving into an Safety Management Systems-like process and will likely layout a process of managing the risk of fatigue and will no longer be used as a mechanism to receive an exemption from the (draft) Duty & Rest Period Rules. Further pre-consultation webinars are anticipated in advance of the Draft Regulations being published in Gazette I. This file is still under development by TC and regular follow up by RAC is being done to update timeline for consultation and the regulatory process.	Ongoing
GRADE CROSSING REGULATIONS	<p>Railways are pursuing activities to comply with the regulations; however, Transport Canada were advised that full compliance will not be achieved by the deadline of November 2021, and discussions with TC are ongoing to consider regulatory relief with support from industry.</p> <p>Relief under consideration:</p> <ul style="list-style-type: none"> • Change the scope of the regulations so that defined low-risk crossings don't need to meet all requirements; • Extend the deadline using a risk-based approach for all grade crossings (one year for high-risk grade crossings and three years for all other crossings) <p>Transport Canada indicated that they are expecting to finalize their decision and proceed with the required regulatory process for the relief in the summer of 2021.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
PATHWAY INITIATIVE	<p>Phase 1, completed in August 2020, catalogued ongoing and potential activities related to rail sector decarbonization that are led by industry and government, or collaborations between the private and public sectors. It fulfilled the following objectives:</p> <ul style="list-style-type: none">• To develop a common understanding of the current state of rail sector decarbonization in Canada, which can be used as a tool for collaboration between industry and government;• To create a repository of current federal, provincial and territorial GHG reduction legislative instruments and activities impacting the rail sector; and• To contribute to next-phase work on a roadmap to achieving future GHG reductions in Canada's rail sector. <p>Phase 2 of the Pathways Initiative is leveraging extensive stakeholder engagement to develop a roadmap to deeper decarbonization in the rail sector. This entails establishing a common vision, developing a framework for assessing GHG reduction opportunities, and creating a comprehensive pathway. Due to high cost, long-lasting equipment with high energy requirements, decarbonizing this sector presents unique challenges. It will require alignment and strategic cooperation from several sectors including academia/research organizations, OEMs, fuel producers/ energy suppliers, rail operators and government bodies. This phase will have the following objectives:</p> <ul style="list-style-type: none">• Develop an analytical framework for assessing GHG reduction opportunities in the rail sector;• Identify and assess potential GHG reduction measures;• Create a roadmap framework and work plan for GHG reduction actions; and• Develop and implement a roadmap implementation strategy. <p>Phase 2 is projected to be completed by the end of June 2021.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
LOCOMOTIVE EMISSIONS MONITORING REPORT - 2018	As of April 23, the report has been translated, laid-out and designed. Remaining steps include final edits and MOU Management Committee approval. Expected publication in first week of May 2021.	Ongoing
LOCOMOTIVE EMISSIONS MONITORING REPORT - 2019	As of April 23, the initial calculations for the report have been completed and the Consultant's Quality Assurance / Quality Control is underway. Key milestones over the next 90 days include: draft report (May 21); final draft report (June 18); translated and laid-out designed report (first half of July). Final Report (public release) is targeting a publication date of September 2021.	Ongoing
RAIL TRENDS REPORT - 2021	Rail Trends surveys were sent out to members on April 13, 2021. Over the next 90 days, RAC will be collecting, verifying, and consolidating the industry data. Report drafting is expected to begin on July 23, 2021, and the report (public release) is targeting a publication date of October 4, 2021.	Ongoing
CANADIAN RAIL ATLAS UPDATES	Completed Atlas Refresh: On April 23, 2021, the Atlas was updated with the most recent data and enhanced functionality. Training (within next 90 days): Provide training to RAC Staff and Members on new data and functionality.	Completed/ Ongoing

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
ENVIRONMENTAL MANAGEMENT SYSTEM (PILOT)	<p>The objective is to support railway companies in the development and implementation of an EMS, in order to improve the environmental performance of member companies, better enable members to share information and best practices related to environmental management and support continuous improvement in the sector.</p> <p>A new contract was developed for additional work on the EMS pilot with SRY. Additional work includes risk ranking to environmental aspects and impacts table, development of an environmental policy, development of a procedure pertaining to DTL fueling, and revisions to the EMS guidance document to improve usability based on pilot and feedback from SRY.</p>	Ongoing
MANAGEMENT OF 3-YEAR PLAN AND RISK ASSESSMENT	Maintaining Net Assets at required levels; Clean Audit of 2020 Financial Statements; Tracking of key performance metrics; Special assessment for funding of ETC initiative.	Q1 & Q2
EMPLOYEE WORKPLACE	Increase and improve employee communications and engagement	Quarterly

Business Plan: Top Priorities

Key Priorities	Expectations	Timeline
NEW CANADIAN RAIL OPERATING RULES (CROR)	Transport Canada issued a Ministerial Order 20-09 on September 30, 2020, to develop a new Switching Rule to be included in the CROR. This new requirement has delayed the completion and consultation process on the approximately 100+ proposed changes already incorporated into the revised CROR. Filing with TC is required by June 1, 2021. Furthermore, a new order was issued on March 10, 2021, under section 32.01 of the RSA, which requires all railway companies and local railway companies to implement safety measures outlined in the order which are designed to ensure that an accident caused by the unintentional release of the air brakes does not reoccur. The industry issued procedures/instructions to their operating staff to comply with the order, and the RAC rules revision working group is developing a revised CROR rules to incorporate requirements outlined in the order. Filing of the revised CROR is not expected to occur until the various changes to the CROR required to address the Ministerial Orders are completed, filed and approved.	Q2 – 2022
LOCOMOTIVE VOICE AND VIDEO RECORDERS (LVVR)	<p>The Regulations were published in Gazette II on September 2, 2020. The requirements come into affect on September 2, 2022.</p> <p>Transport Canada prepared a draft guidance material to complement the Regulations. RAC is coordinating discussions with TC to obtain clarifications on certain regulatory requirements and to address identified implementation issues.</p>	Ongoing

Business Plan: Top Priorities

Key Priorities	
REFLECTORIZATION	Completed
STAFF LEADERSHIP DEVELOPMENT	Completed
RECOVERY ON GRADE (MINISTERIAL ORDER 19-03)	Completed
RSIP PROPOSAL	Completed
RAILWAY SAFETY WEEK CAMPAIGN	Completed
PAID SICK LEAVE	Completed
DUTY AND REST PERIOD RULES	Completed
COST/BENEFIT ANALYSIS - SERVICES IDENTIFIED IN RAC'S MISSION/MANDATE REVIEW	Completed
LAUNCH RIGHT TRACK	Completed
RECOVERY ON GRADE (MINISTERIAL ORDER 20-08)	Completed
KEY TRAINS AND KEY ROUTES RULES (MINISTERIAL ORDER 20-06)	Completed
RAIL TRENDS REPORT – 2020	Completed

Business Plan: Top Priorities

Significant Wins

- OL secured a \$15K corporate sponsorship for its Thomas & Friends project.
- OL's spring #STOPTrackTragedies radio/digital media campaign reached 4 million listeners and generated 915,000 video views in 20 hotspot communities.
- Rail 101 – 60 Transport Canada employees attended, and feedback was 100% positive.
- TC will be formally endorsing the proximity guidelines.
- Key Trains/Key Routes rule was approved by Transport Canada on February 22, 2021. Effective date is August 22, 2021.
- The CRTC approved the deployment of broadband wireless for railway applications.
- Federal budget announcement and support for railways.

Risks

- COVID-19 continues to challenge some railway members, including passenger, commuter and tourism railways.
- Auditor General's report focusing on Transport Canada's response to rail safety.
- TRAN Committee. Increased attention on Canadian Railways' transportation of Dangerous Goods and accident/safety record.

Hedges

- COVID-19 vaccination could lead to increased ridership for inter-city passenger and commuter trains.
- COVID-19 economic recovery may lead to increased demand for goods delivered by freight trains.

6.1 Federal Government Engagement

Federal Budget

On April 19, 2021, Deputy Prime Minister and Minister of Finance, the Honourable Chrystia Freeland, released *Budget 2021: A Recovery Plan for Jobs, Growth, and Resilience*, the Government of Canada's plan to finish the fight against COVID-19 and ensure a robust economic recovery.

The full 724-page budget document can be viewed here: <https://bit.ly/32Quc7M>

The following measures are of particular significance to Canada's railway operators:

Next Step Towards High Frequency Rail in the Toronto-Quebec City Corridor

High frequency rail has the potential to transform passenger rail service in the Toronto-Quebec City corridor, offering faster, more reliable service, and helping to encourage the shift to rail from more polluting modes of transportation.

In 2019, the Government of Canada established a Joint Project Office to explore VIA Rail Canada's high frequency rail project. This effort is critical to making this project a reality for Canadians.

To continue this work, Budget 2021 proposes to provide \$4.4 million in 2021-22 to Transport Canada and VIA Rail Canada to support their work with the Joint Project Office in order to advance due diligence and to de-risk the project.

In addition, Budget 2021 proposes to provide \$491.2 million over six years, starting in 2021-22, to VIA Rail Canada for infrastructure investments that would support the overall success of the high frequency rail project. These investments will help reduce bottlenecks, improve fluidity and connectivity, and allow VIA to take an important step towards high frequency rail in the corridor.

Helping Hard-hit Businesses Hire More Workers

The government wants businesses hit hard by the pandemic to be able to recover and grow by hiring more people so that workers are at the forefront of our recovery:

Budget 2021 proposes to introduce the new Canada Recovery Hiring Program for eligible employers that continue to experience qualifying declines in revenues relative to before the pandemic. The proposed subsidy would offset a portion of the extra costs employers take on as they reopen, either by increasing wages or hours worked, or hiring more staff. This support would only be available for active employees and will be available from June 6 to November 20, 2021. Eligible employers would claim the higher of the Canada Emergency Wage Subsidy or the new proposed subsidy.

As the rates for both the wage subsidy and the hiring program will slowly ramp down over time, employers will have a strong incentive to begin hiring as soon as possible and maximize their benefit.

National Trade Corridors Fund

The National Trade Corridors Fund is well-positioned to spur private-sector investment in Canada's transportation system.

To reduce barriers to trade, help businesses grow, create jobs, and ensure businesses are competitive in the recovery Budget 2021 proposes to invest \$1.9 billion over four years, starting in 2021-22, to recapitalize the National Trade Corridors Fund.

This funding could attract approximately \$2.7 billion from private and other public sector partners, resulting in total investments of \$4.6 billion. This would spur investments in much-needed enhancements to our roads, rail, and shipping routes, build long-term resilience for the Canadian economy, and support internal trade. It would make Canada's transportation system more fluid, supporting economic recovery and increasing prosperity across Canada. Alleviating bottlenecks and congestion will also reduce greenhouse gas emissions in Canada.

Permanent Public Transit Fund

Reliable and accessible public transit gives people faster, cheaper, and cleaner ways of getting around. Investing in it today will create good middle-class jobs, reduce air pollution, help local economies grow, and improve Canadians' quality of life.

On February 10, 2021, the government announced \$14.9 billion over eight years, starting in 2021-22, for public transit projects across Canada. This included new permanent funding of \$3 billion per year for communities across Canada, beginning in 2026-27.

This funding will support new subway lines, light-rail transit and streetcars, electric buses, active transportation infrastructure, and improved rural transit, which will create affordable commuting options in communities and reduce Canada's emissions. It will also provide local governments with the predictable transit funding they need to plan ahead so Canada can keep building more sustainable and livable communities.

Standing Committee on Transport, Infrastructure and Communities

On April 13, 2021, RAC President & CEO Marc Brazeau appeared before the House of Commons Standing Committee on Transport, Infrastructure and Communities (TRAN) on the issue of rail safety. He was accompanied by Tom Brown, Assistant Vice-President of Safety at Canadian National Railway Company and Kyle Mulligan, Chief Engineer at Canadian Pacific Railway.

Their committee appearance can be viewed here: <https://bit.ly/2QMNMim>

This appearance provided the RAC and its members with an excellent opportunity to educate MPs and the public on the Canadian railway industry's strong safety record.

Testimony included a variety of relevant facts and figures on safety investments and innovations, as well as details about Operation Lifesaver, the FCM-RAC Proximity Initiative, and the Safety Culture Improvement Initiative.

The RAC's committee appearance lauded by senior Transport Canada officials, the Office of the Minister of Transport, and RAC members. Not only did it help raise the RAC's profile, but also further enhanced the Association's reputation as a credible and reliable source of fact-based information.

Office of the Minister of Transport

On January 12, 2021, the Hon. Omar Alghabra was promoted to Cabinet as the Minister of Transport. Min. Alghabra brings extensive experience to the Cabinet table, from past work in NGOs and the energy sector to his training in engineering and business. With more than seven years' experience as a Member of Parliament for one of Canada's hubs for innovation and economic development, he recognizes the importance of continued investments in transportation and public transit in order to create opportunities for Canadians and improve their quality of life.

Several personnel changes have also taken place in the Minister's Office since January. Mike Maka has replaced Marc Roy as the Minister's Chief of Staff. It is also worth noting that William Harvey-Blouin, who previously served as a policy advisor and was responsible for the rail file, has left the office. While the search for a new rail advisor continues, Shane McCloskey (Director of Policy) is currently overseeing the file.

The RAC is in regular contact with the Minister's Office, and we continue to work on building a strong relationship with Min. Alghabra and his staff, to ensure that they are consistently kept informed of the priorities of Canada's railway industry. The RAC also remains committed to further establishing itself as a trusted advisor and primary source of industry facts and data to the Minister and his staff.

Regional Outreach

Over the past several months, the RAC has continued to engage with policymakers and stakeholders throughout the country. Outreach initiatives have been undertaken in Western Canada, Quebec, and Ontario. These have included a significant number of one-on-one meetings, as well a series of virtual town halls.

The RAC filed 2021 pre-budget submissions in Ontario and Quebec, and these have led to tangible results for our members. As all levels of government explore ways of restarting the economy in the wake of the COVID-19 pandemic, the RAC will continue to make the case that investments into the rail-based supply chain will generate long-term value for Canada and ensure that Canadians continue to benefit from resilient freight and passenger railway services.

Election Readiness

The current Liberal minority government is now more than two years into its mandate and continues to hold a slim lead in the polls. There is much speculation that a federal election will take place in 2021, however the exact timing remains unknown.

In anticipation of a possible election, the RAC is devising government relations and communications strategies to ensure that our members' policy priorities are accounted for in the various political party platforms. The RAC is also preparing strategic advice to members on how best to become engaged with parties and candidates throughout an election campaign.

Issues Management

Over the past several months, the RAC has been in contact with a variety of Ministers, Parliamentarians, provincial legislators, senior government officials, and industry stakeholders on various issues of importance to RAC members. Our approach has involved greater emphasis on consensus and coalition building on critical policy and regulatory issues.

Topics include COVID-19 supports, restrictions and exemptions, rail safety, pay equity and pay transparency, grade crossings, environmental initiatives, infrastructure investments, tax policy changes, cybersecurity, and many more.

The RAC remains committed to working with all levels of government to ensure that the rail sector continues to be safe, competitive, and sustainable.

Member Engagement

The RAC maintains regular dialogue with its members and continues to develop ways of bringing additional value to them. We remain accessible, responsive, and engaged.

Quebec Outreach

The RAC reached out to 19 stakeholders in Quebec in Q3-Q4 of 2020 and Q1 of 2021 from political staff (Premier's Office, Transport, Economy & Innovation and Finance), official opposition and public administration (Ministerial Committee on Economy and Environment, Transport, and Economy & Innovation) and met with 15 stakeholders. These meetings serve as an introduction to RAC, invitation to collaborate and to develop RAC brand in Quebec.

The feedback received so far is very positive. There is a will from the actual government to better develop the rail industry in Quebec. The 2019 Rail Summit organized by the Ministry of Transport (MTQ) is a great example as well as the creation of the provincial rail infrastructure & intermodal funding program (PSITFIM). As a result, we have a captive audience. As a follow-up to this Summit, the MTQ organized a Forum/roundtable in December 2020 regrouping the top 10 rail entities in Quebec, including RAC and CN. It is an opportunity for the RAC to contribute to and influence the future of the industry in Quebec. This roundtable is expected to meet quarterly.

On September 29th, 2020, the RAC held a virtual Business of Rail event in French titled: *PENSER L'APRÈS-COVID L'industrie ferroviaire: partenaire fiable dans la relance économique du Québec*. It gathered approximately 75 participants, mostly from the industry, QC Ministry of Transportation and chambers of commerce. Mr. François Bonnardel, Minister of Transportation, attended and gave a speech. The feedback from participants is very positive. This event increased RAC's exposure and footprint in Quebec and gave the RAC a great opportunity to develop its brand there.

The RAC also met with the President of the Federation des chambres de commerce du Québec (FCCQ). The FCCQ recognizes the vital role of the rail industry in various remote regions of the province. RAC is now part of the FCCQ transportation working group. The RAC also met with the new CEO of the Port of Montreal.

On February 12, 2021, the RAC submitted a prebudget submission that can be found here: [ACFC00_Mémoire-prébudgétaire-2021_Québec_20210211_V8_FINAL-PDF.pdf \(railcan.ca\)](#)

It has been sent separately to each stakeholder we met and attendees to our 2020 Business of Rail event. RAC is pleased with the recent announcement of the Quebec Ministry of Transport concerning the renewal and enhancement of its rail infrastructure and intermodal program (*Programme de soutien aux infrastructures de transport ferroviaire et à l'intégration modale – PSITFIM*). This announcement is in line with RAC recommendation from our Quebec prebudget submission, i.e. to (i) renew/extend the program, (ii) increase funding/amounts available, and (iii) extend eligibility to federally regulated shortlines. This well positions the RAC in Quebec.

A plan is underway to cover the municipal elections in the Fall of 2021.

6.2 COMMUNICATIONS UPDATE

Right Track

The Right Track initiative was launched last year and is now moving to the implementation phase. The goal is to legitimize Right Track as the gold standard for sustainability in the rail industry.

The Sustainability working group has identified an opportunity for the RAC to use the Right Track program and take an industry leadership role in promoting sustainability and streamlining what this means and the language we use in the industry.

We will work with the Sustainability Working Group to establish industry sustainability policy position and work on elaborating the Right Track Code.

Actively engage SWG to gather feedback and input on key files (Bill C-15, CFS, ECCC Healthy Environment and a Healthy Economy document)

Leverage KPI data to fully utilize social & digital media to reach our various stakeholder groups

COVID-19 has continued to mean that we have a more captive audience on social media as people in general are scrolling more and this has allowed us to grow our overall audience across all three social media channels.

Some events highlights for 2021 – more information can be found in the Events section of the PAC report. We have conducted seven lunch & learn events so far in 2021, 3 Business of Rail events are planned, and we held Rail 101 virtually for the first time in April. The event was a huge success, and we received 100% positive feedback from survey respondents.

On the digital media front, we have hired Aline Porrior in the role of Digital Media Specialist. This has enabled the RAC to create more content, in a more tailored fashion and much more quickly. We will also be providing social media training to all staff:

- More tailored
- Ability to do custom posts quickly
- More responsiveness
- Staff Training

Update from October 2020 Deliverables

1. Design & launch “Interchange 2.0”

Interchange 2.0, a quarterly magazine, has been replaced by the RAC monthly newsletter. Each month, we profile one member, one associate member and one RAC staff member.

[January 2021](#)

[February 2021](#)

[March 2021](#)

2. Develop communications products to address importance of rail to regional & local economies and communities.

a. Infosheets

We now have a full suite of info sheets to answer various information needs from our stakeholders. These infosheets can also be used for advocacy purposes with elected officials and bureaucrats as they offer a quick, data-driven snapshot of each topic they cover. They are also useful leave behinds for meetings, and a reason to re-connect with stakeholders after virtual meetings and to offer more information about the industry.

The full list of infosheets currently available:

1. [Canada's Railway Profile](#)
2. [Canada's Shortline Railway Profile](#)
3. Canada's Railways: Part of the Climate Change Solution
4. Canada's Railways: Delivery for the Future Economy
5. Rail Trends: Continued Growth for Canada's Rail Industry (Snapshot of 2019 Rail Trends data)
6. Staying on Track to Fight Climate Change
7. Safety First: The Canadian Railway Guarantee

Upcoming collateral:

1. Proximity Program
2. Right Track Sustainability Framework
3. Safety Culture brochure update

b. Standard Presentation Deck

A new standard presentation deck has also been developed, using the same, visually impactful, data-driven approach reflected in the infosheet. These slides are updated on an ongoing basis, ensuring that any staff member making a presentation to any stakeholder is always using the latest available data.

A sample of the slides included in the RAC Standard Presentation Deck can be viewed the appendix.

3. Work with CN & CP to help support their promotion efforts of their grain reports.

We continue to work with CN & CP on issues of importance for Canada's Class 1 railways and will continue to do so. Examples include: [Grain Reports](#), [Winter Preparedness](#) and [Grade-Crossing regulations](#).

CN & CP continue to provide assistance to the RAC such as providing technical experts during the [RAC appearance in front of the House of Commons Steering Committee on Transport, Infrastructure and Communities](#).

4. Develop specific campaigns to build reputational capital and tell the rail story related to innovation, sustainability and now more than ever: reliability and scalability.

Launching in early May the primary campaign objective is to improve reputation and build awareness of RAC and the rail sector amongst key audiences: decision makers, politicians, and relevant stakeholders within the federal political ecosystem. The secondary objective is to show the rail industry as a modern, green industry that is not only forward looking but can continue to help meet essential demands within the Canadian supply chain and create good-paying jobs.

The creative concepts that have been developed seek to expand on three key ideas. The first, is to demonstrate to our audiences that there is a need to kickstart the Canadian economy through investing in shovel-ready rail projects, and large infrastructure. The second, is to tell the story of the rail sector's commitment to environmental excellence, focused on low carbon movement of passengers and products. And finally, to highlight the investments and collaboration that have gone into rail safety.

You can see an example of the campaign concepts in the appendix.

6.4 DATA ANALYSIS

Rail Trends Report

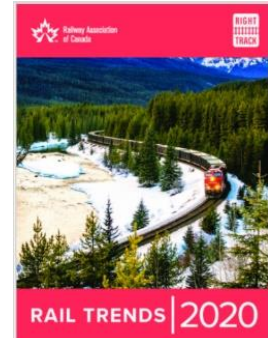
Rail Trends 2020

On March 12, 2021, RAC released Rail Trends 2020 – showcasing the performance of member railways over the 2010 to 2019 period (<https://www.railcan.ca/news/another-strong-year-for-canadian-railways/>).

Overall, the report found that 2019 was another strong year for RAC members. While setting all-time records in passenger trips, investment, and taxes paid to Canadian governments, they continued to deliver in the key areas of safety, innovation, environmental stewardship and growth.

The report highlights key achievements of RAC members, including:

- In 2019, members originated 47 per cent more carloads and moved 47 per cent more passengers than they did in 2010;
- RAC passenger railway members achieved a new milestone of completing over 100 million passenger trips, removing cars from our congested roads and making our cities more livable;
- RAC members' top priority has always been safety and our collective actions in this area in 2019 speak to this commitment. Despite their impressive safety record, Canada's railways continue to make significant annual investments in training, infrastructure and leading-edge safety technologies;
- Over the past decade, the freight accident rate has decreased by 20 per cent and the passenger accident rate has decreased by 59 per cent to less than 0.5 accidents per million travellers;
- Over the last decade, RAC members invested \$19.5 billion into their Canadian networks;
- From 2010 to 2019, Canada's railways provided \$13.8 billion in taxes to Canadian governments.



Rail Trends Database

The data collected for Rail Trends 2020 was added to RAC's Rail Trends database, which the RAC continues to rely upon to support its many functions, from advocacy, to communications and research. The database also supports the production of the Rail Trends report, Locomotive Emissions Monitoring (LEM) report, RAC presentations, and various infographics that promote rail's achievements across the four pillars of Right Track:

- rail's outstanding safety record;
- investments in technology and innovation;
- environmental benefits and contribution to fighting climate change; as well as
- economic impacts and contributions to growth.

Rail Trends 2021

Timeline

Rail Trends 2021 has begun on an accelerated production schedule. Rail Trends surveys were sent out to members on April 13th, 2021 (2 months earlier than the Rail Trends 2020 surveys, which were sent out in early June 2020). We are now targeting a Rail Trends 2021 report release date of October 4, 2021.

Survey Improvements in 2021

The Rail Trends 2021 survey has been improved to facilitate completion. Enhanced instructions were added to the Excel document for ease-of-reference and many cells have been pre-populated with formulas and drop-down menus to reduce the burden of data entry and enhance accuracy.

New questions were added to the survey to enhance RAC's ability to advocate on behalf of members and promote the industry. New fields include diversity representation of the workforce; rail-related services provided (such as railcar storage); value of goods transported; customers served; as well as additional details on the locomotive fleet (required for production of the LEM report).

Canadian Rail Atlas

The Canadian Rail Atlas is a user-friendly, interactive map of Canada's nearly 43,000-kilometre railway network.

In April 2021, the Atlas was updated with enhanced layer data as well as new user capabilities.



Updated Data

Data was updated for:

- Canadian and U.S. rail lines
- TRANSCAER events (up to the end of 2020)
- Industrial Facilities (2019 data that was released in March 2021)
- TSB Rail Occurrences (up to March 2021)
- Electoral Ridings
- Protected Areas (most recent issue)
- Operation Lifesaver (events and other data layers)

Enhanced Functionality

Rail Atlas users can now filter data more easily, which greatly improves the functionality of the Atlas. By filtering data, users can create custom maps and view the data that they are most interested in. For example, users can now view railways by the carrier's legislator, track status, carrier type and category (freight, passenger, Class 1, commuter, shortline, etc.). Users can filter data by year and narrow down the selection to specific attributes (for example, rather than viewing all accidents, the user could narrow their selection to crossing accidents, at crossings equipped with automated warning devices, in 2018). The filtering function is only available to RAC members and staff when using a login and is not available to the general public.

Atlas Support

RAC is available to provide basic training on the Atlas for members upon request (please email Jonathan Thibault at jthibault@railcan.ca).

Locomotive Emissions Monitoring Report

2018 LEM Report

The 2018 LEM Report will be the first report under the current (2018-2022) MOU between the RAC and Transport Canada for Reducing Locomotive Emissions.

In fall 2020, RAC performed a thorough review of its database, spanning the 2010 to 2019 period, and corrected a variety of data inconsistencies. There were three types of revisions made to the historical data:

1. Revised Estimates: As new data became available, historical estimates were revised.
2. Measurement System (Metric vs Imperial): It was identified that in some cases, data had been reported using the incorrect measurement system.
3. Orders of Magnitude: In RAC's database, many data points are recorded in thousands (000). It was identified that in some cases, the recorded value did not properly account for this.

Following consultations with the LEM's technical review committee, the revised data was incorporated into the report and an appendix (Appendix I, Statistical Revisions) was added to explain the changes.

As of April 15th, 2021, the report is tracking for publication on April 30th, 2021.

Select key findings from the 2018 LEM Report:

- From 2017 to 2018, Class 1 railways improved their emissions intensity by 0.80%; intercity passenger railways improved their intensity by 0.66%; and regional and shortline railways increased their intensity by 6.69%.
- Since 1990 (the report's reference year), the emissions intensity of freight railways has improved by 45%.
- Since 1990, freight traffic, as measured by revenue tonne-kilometres, has increased by 95.2%; and intercity passenger traffic has increased by 25.6%.
- Since 1990, nitrous oxide emissions intensity has decreased by 68.6%.
- In 2018, Canadian railways added Tier 3 and Tier 4 locomotives to their fleets, as they retired uncontrolled and lower-tiered locomotives. Over 2,000 locomotives were equipped with anti-idling devices.

2019 LEM Report

Work for the 2019 LEM Report is currently underway. Initial data calculations were completed in March 2021, and as of April 15th, the workbooks are being reviewed by RAC's consultant – Delphi. The 2019 LEM Report is targeting a publication date of September 2021.

Data analysis and support

Website data updates in Winter 2021

Transitioning RAC's website into the go to source for rail data:

- Data across the entire RAC website was updated following the release of Rail Trends 2020 and incorporates the results of the forthcoming 2018 LEM.
- New infographics have been added to the *Resources* page of the website, which include the latest data.
- RAC's modal shift estimates and the GHG calculator have been updated using the most recent data. According to the latest estimates, shifting just 10 per cent of freight from trucks to rail would reduce GHG emissions by 4.1 megatonnes of CO₂ equivalent.

- Updated key industry statistics: railway's share of inter-city freight traffic and exports; and value of goods moved.

Budget Analysis and pre-budget submissions

Provided data to bolster RAC's 2021 Ontario and Quebec pre-budget submissions.

Shortline Committee

At the November 2020 Shortline Committee, a presentation of select trends in Canada's shortline railway industry was presented. The presentation included key trends in shortline freight traffic, employment and compensation, productivity, freight rates, and operating ratios.

The presentation provided a fresh perspective of the shortline industry, as trends within the shortline industry are often overshadowed in the industry data by the sheer size of the Class 1s.

Western Outreach

Provided data and analysis to support western outreach: provincial rail sector profiles; job impacts; value of goods transported; provincial freight portfolios.

RAC's submission regarding the proposal to amend the *Transportation Information Regulations*

In February 2021, developed RAC's submission to TC regarding the "Proposal to Amend the Transportation Information Regulations to Collect Service and Performance Information as well as Waybill, Train, and Traffic Data from Class 1 Rail Carriers".

RAC's submission highlighted 5 key concerns with TC's proposal:

1. Increase in reporting burden for Class 1 railways
2. Public availability of commercially sensitive and competitive information
3. Imbalance with other partners of the supply chain
4. Consistent treatment of Class 1 railways
5. Public safety and security concerns

TRAN committee preparation

Prepared briefing materials (facts & figures; speaking points) to support RAC, CN, and CP's appearance before the House of Commons Standing Committee on Transport, Infrastructure and Communities (TRAN) on April 13, 2021.

Operation Lifesaver

Supporting OL through analysis of crossing and trespassing accident data by various factors (time of day, vehicle types, track types, crossing warning device type, accident causes, locations, injuries and fatalities, etc.).

Safety Campaign

In March, key safety messages were put together and used across social media platforms following the release of the AG report on rail safety.

Using data to advise RAC's strategic decisions

Over the past few months, data analysis and information gathering has been undertaken in support of the RAC leadership team.

Exploration of new data

On March 3, 2021, the RAC held an internal lunch and learn, where data that is not regularly used by RAC was explored. A follow-up session will take place soon to discuss how this data can be incorporated into new/updated infographics, support advocacy and communications, and the production of a quarterly report for members.

Areas of data explored:

- Canadian economic performance
- Monthly freight data; data by commodity by province
- Class 1 weekly freight data (RTMs, RTMs by commodity)
- Freight rates and inflation
- Grain
- Exports
- Crude
- Fluidity at ports
- Weekly rail data
- Commuter and urban transit ridership (COVID-19 impacts)
- Tourism expenditures on passenger rail vs other tourism industries (COVID-19 impacts)
- Intercity rail transportation (COVID-19 impacts)
- Rail Safety

Myth Busting

In March 2021, to support the RAC leadership team, a body of evidence was put together to dispel myths (outlined below) regarding Canada's railway industry.

- 1) Railways can and should be shipping more than they do.
 - a. Railways give priority movement to higher revenue loads, so grain sits.
 - b. Grain is least profitable (MRE) so the railways choose to move other commodities.
- 2) Railways operations are not impacted during inclement weather such as rain (e.g., Vancouver Port) or during extreme cold temperatures such as in the winters in Canada – and operate the same as during more temperate conditions.
- 3) Railways are the number one cause of supply chain interruption (e.g., vessels cannot safely load when it is raining; the solution lies with government and port operators versus the railroad.).
- 4) Railways lack vision and innovation.
- 5) Railways are not collaborative and do not engage with stakeholders.



7.1 ENVIRONMENT

RAC Environment Chairperson

Emily Mak with Southern Railway of British Columbia Ltd. has taken on the chairperson duties for the RAC Environment Committee. The RAC wishes to acknowledge the contributions of the previous co-chairs, Chantale Despres (CN) and David Huck (CP) for their leadership over the last two years.

Carbon Pricing

In December 2020, the federal government announced that the carbon price will increase to \$170 per tonne in 2030. For the 2020 compliance year, the carbon tax is set at \$30 per tonne of CO₂e.

On March 25, 2021 the Supreme Court of Canada ruled that the *Greenhouse Gas Pollution Pricing Act* is constitutional. The majority of judges noted that global warming causes harm beyond provincial boundaries and that it is a matter of national concern under the “peace, order and good government” clause of the Constitution. Furthermore, the majority noted that the term “carbon tax” has nothing to do with the concept of taxation, as understood in the constitutional context. As such, the fuel and excess emissions charges imposed by the Act are constitutionally valid regulatory charges and not taxes.

Clean Fuel Standard (CFS)

The proposed Clean Fuel Regulations (the proposed Regulations) would require liquid fossil fuel primary suppliers (i.e. producers and importers) to reduce the carbon intensity (CI) of the liquid fossil fuels they produce in and import into Canada from 2016 CI levels by 2.4 gCO₂e/MJ in 2022, increasing to 12 gCO₂e/MJ in 2030. The proposed Regulations would also establish a credit market whereby the annual CI reduction requirement could be met via three main categories of credit-creating actions:

1. actions that reduce the CI of the fossil fuel throughout its lifecycle,
2. supplying low-carbon fuels, and
3. specified end-use fuel switching in transportation.

Parties that are not fossil fuel primary suppliers would be able to participate in the credit market as voluntary credit creators by completing certain actions (e.g. low-carbon fuel producers and importers). In addition, the proposed Regulations would retain the minimum volumetric requirements (at least 5% low CI fuel content in gasoline and 2% low CI fuel content in diesel fuel and light fuel oil) currently set out in the federal Renewable Fuels Regulations (RFR). The RFR would be repealed.

On March 4th, the RAC provided a submission to Environment and Climate Change Canada (ECCC) detailing concerns with the proposed Regulations. Recommendations provided to ECCC include:

1. That ECCC reintroduce an energy efficiency ratio (EER) for rail to the Regulation, allowing railroads to generate end-used fuel switching credits under Compliance Category 3.
2. That ECCC broaden the definition of transportation end-use fuel switching under Compliance Category 3 to include yard equipment.
3. The RAC asks that ECCC protect Canadian railway companies' commercial agreements with OEMs – and improve ongoing investment certainty – by requiring vendor disclosure of energy density and percent of renewable content whenever a batch of fuel contains more than 5% biodiesel or 30% renewable diesel.
4. That ECCC earmark a portion of the compliance fund to support rail specific technology research, development, and deployment

Rail Pathways Initiative

The Pathway Initiative aims to identify short, medium, and long-term GHG reduction opportunities both within the rail sector and enabled by the rail sector through modal shift in alignment with federal priorities to reduce transportation sector GHG emissions. This project has been divided into two phases, of which Phase 1 has been completed.

Phase 1, completed in August 2020, catalogued ongoing and potential activities related to rail sector decarbonization that are led by industry and government, or collaborations between the private and public sectors. It fulfilled the following objectives:

- To develop a common understanding of the current state of rail sector decarbonization in Canada, which can be used as a tool for collaboration between industry and government;
- To create a repository of current federal, provincial and territorial GHG reduction legislative instruments and activities impacting the rail sector; and
- To contribute to next-phase work on a roadmap to achieving future GHG reductions in Canada's rail sector.

Phase 2 of the Pathways Initiative is leveraging extensive stakeholder engagement to develop a roadmap to deeper decarbonization in the rail sector. This entails establishing a common vision, developing a framework for assessing GHG reduction opportunities, and creating a comprehensive pathway. Due to high cost, long-lasting equipment with high energy requirements, decarbonizing this sector presents unique challenges. It will require alignment and strategic cooperation from several sectors including academia/research organizations, OEMs, fuel producers/ energy suppliers, rail operators and government bodies. This phase will have the following objectives:

- Develop an analytical framework for assessing GHG reduction opportunities in the rail sector;
- Identify and assess potential GHG reduction measures;
- Create a roadmap framework and work plan for GHG reduction actions; and
- Develop and implement a roadmap implementation strategy.

Phase 2 is projected to be completed by the end of June 2021.

Cross-border Movement of Hazardous Waste and Hazardous Recyclable Material Regulations

An industry working group continues to engage with ECCC to raise awareness of current processes that railway companies use for handling shipments of hazardous waste as well as railway's anticipated processes for complying with requirements of the proposed regulations.

Among the issues being raised are:

- The reporting requirement compliance costs under the regulations.
- The logistical challenges in changing the EDI systems to track individual cross-border movements of rail ties.
- The limits to the benefits brought on by the additional reporting requirements included in the regulations.
- Tracking of waste railway ties that are moved interprovincially within Canada when railways are the generator of the waste or recyclable material (i.e. railway ties). The collection and transport of these material does not trigger any of the internal documentation process that is triggered for other movements of hazardous waste/recyclable material.
- The timing to produce a Movement Document when railway companies are carriers of hazardous waste. The working group indicated that railways would not be able to produce the Movement Document while in transit, but after the shipment has been completed.

On February 10, 2021 a draft PELES application was submitted to ECCC for their review to determine suitability of meeting the proposed regulatory requirements. The document was developed with support from railway subject matter experts and Aureus Solutions Inc. Subsequently, the regulations were published in Canada Gazette, Part II, on February 26, 2021 with a coming into force on October 31, 2021.

A period of approximately six months between the final publication of the regulations and the coming into force will allow industry to familiarize themselves with the regulatory requirements and to obtain necessary permits. It is intended that the draft application will allow the RAC to receive valuable feedback on the proposed PELES before the regulations come into force, providing railways with an approved alternative arrangement to meet the regulatory requirements.

Monitoring files: Single-Use Plastic Regulations, Glyphosate, and CEPA

Single-use plastics

The Government of Canada is taking steps toward eliminating plastic pollution in Canada, including potentially banning or restricting certain harmful single-use plastic products, where warranted and supported by science.

Management framework approach for single-use plastics	
Steps	Details
1. Categorize:	Group single-use plastic items into categories and identify considerations for exemptions: <ol style="list-style-type: none"> 1. environmentally problematic 2. value recovery problematic
2. Set management objectives:	For priority categories, determine which objective in the waste management hierarchy should be pursued: (1) eliminate or reduce from the Canadian market, or (2) increase recycling or recovery rate.
3. Choose an instrument:	Based on the objective chosen for each product, choose the appropriate instrument to achieve the goal informed by the <i>Instrument Choice Framework for Risk Management under the Canadian Environmental Protection Act</i> .

Items being considered for a ban include:

- Checkout bags
- Stir sticks
- Beverage six-pack rings
- Cutlery
- Straws
- Food packaging made from plastics that are difficult to recycle

Regulations will be finalized by the end of 2021.

Glyphosate Monitoring

Statements and reports published by Health Canada and the U.S. Environmental Protection Agency since January 2019 have indicated that the use of glyphosate (active ingredient in Roundup) does not increase risks to human health when the product is used in accordance with its label.

Health Canada continues granting registration of products containing glyphosate for sale and use in Canada, with changes to product labels to provide Canadians with additional information on how to use these products safely.

Railways have an interest in the product since it is used for vegetation control along rail right of way. Environmental Non-Government Organizations (ENGOS) continue to push back against Health Canada's 2017 revaluation of glyphosate however no new statements have been issued by Health Canada.

Laval, QC has become the first city in Quebec to ban the use of glyphosate through a bylaw adopted on April 13, 2021. The City of Montreal is considering a similar ban. Other Canadian jurisdictions with restrictions on the use of glyphosate in public spaces include Vancouver and New Brunswick.

Canadian Environmental Protection Act Reform

The RAC continues to monitor developments relative to CEPA reform. On April 8, Minister Wilkinson introduced Bill C-28, *Strengthening Environmental Protection for a Healthier Canada Act*. Proposed key amendments include:

- recognizing that every individual in Canada has a right to a healthy environment
- confirmation of the government's commitment to implement the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)
- recognizing the importance of considering vulnerable populations in risk assessments and of minimizing the risks posed by the cumulative effects of toxic substances
- endeavouring to reduce, refine or replace the use of animal testing
- recognizing the importance of Canadians having information regarding the risks of toxic substances, including by labelling products
- strengthening chemicals management (e.g. risk management, risk communications, research, and monitoring)
- new provision to allow any person to request that the Ministers assess a substance to determine whether it is toxic or capable of becoming toxic.

7.2 EVENTS

The Railway Association (RAC) hosts a number of events each year to help promote the rail industry. Whether it is courses, Lunch and Learns or conferences, the RAC aims at being a one-stop shop to deliver useful and timely information to government, members, and stakeholders.

RAC has had to change tactics due to the COVID-19 pandemic, as most events in the past were in person, we have pivoted to online platforms and it has really opened the RAC up to deliver more sessions and have more participants attend.

Appendix A is a snapshot of 2021 Q1 events that have taken place in January 2021 through to the present. Appendix B is a listing of upcoming events the RAC will be hosting throughout the remainder of the year. Appendix B is a living document and subject to change throughout the year as diverging subjects and challenges arise.

Appendix A – Q1/Q2 Status update

Event	Purpose & Audience
Lunch and Learns	<p>RAC reached out to the Bank of Canada to deliver a fiscal update to RAC members and associate members. On January 20, the Bank of Canada delivered their Monetary Policy update briefing and the RAC was able to invite members and associate members to attend.</p> <p>Toward the end of 2020, Transport Canada reached out to the RAC to help them deliver a session on the rail supplier and manufacturing sector. The RAC reached out to its associate members and put together a 4-part series, starting with the basics of locknuts and ending with the manufacturing of locomotives and how technology is changing them. These series of sessions were delivered on February 2-3 and February 24-25. Feedback from Transport Canada was extremely positive.</p> <p>On February 17, the RAC hosted a Lunch and Learn for members and associate members. Angus Reid presented on Canadian perceptions during Covid-19 with a focus on passenger and tourism rail. They asked Canadians what the likelihood of returning to travel via train would be post-vaccine. Kevin Page, Chief Executive Officer, New Institute of Fiscal Studies and Democracy, University of Ottawa delivered the second part of the session and spoke about the fiscal state of Canada and the world and projections of economic recovery.</p> <p>On March 17, the RAC Dangerous Goods Team gave a one hour session on the services they provide, including TRANSCAER training, Incident Command Systems 100 (ICS 100) training, along with many other services they provide to our members and associate members out in the field.</p>

	<p>In addition to external L&L sessions, we have held a number of internal ones for RAC staff focusing on new rail data and the rail atlas.</p> <p>RAC will also continue its RAC's Board of Directors L&L series for RAC staff members.</p>
Rail 101 – formerly Railway Operations Live	<p>On March 23-24, the RAC hosted 60 paying Transport Canada employees and provided them a 5-hour course on railway operations and track maintenance. We filmed hours of footage at Essex Terminals Railway and pieced together a virtual course on railway operations. The purpose of these types of sessions is to educate and inform Transport Canada about why railways operate the way they do and to help dispel railway myths. Feedback was 100% positive.</p>

Appendix B – Upcoming events

Event	Purpose & Audience	Timing
Business of Rail	<p>The RAC continues its outreach with provincial governments. The first session will be held on May 5 with the government of British Columbia and the themes will be environment and safety. Towards the end of May/early June, we will focus on the government of Alberta and its theme will be the movement of energy and dangerous goods. In the Fall, the RAC plans to hold another session with the government of Quebec. This will be in follow-up from the session we held in September of 2020 to keep the lines of communication open.</p>	<p>May 5/ End of May/ September</p>
Women in Rail	<p>This inaugural event being held to showcase the wonderful job women in business are doing each and every day; whether you are operating in a yard, running a locomotive, or heading the Board of Directors at one of Canada's railways, women are excelling in the workforce. This event will be two hours over a two-day period.</p>	<p>May 25-26</p>
Lunch & Learns	<p>There are a number of Lunch and Learns planned for the remainder of the year. One will focus on RAC's Right Track program. We want to ensure all members are aware of the program and what it entails. We will hold another one on CCPX911. It will be a virtual tour of the training tank car that the RAC's Dangerous Goods Team use to provide training to members. We will hold another one on the mechanical services offered by the RAC Mechanical team. We will also hold one on sustainability and what that term means in the rail industry.</p>	<p>Q2/Q3/Q4</p>

Rail 101	While we are hopeful that we will be able to deliver in-person Railway Operations Live in the Fall, in the event we cannot, we will deliver another Rail 101 session for Transport Canada. We will also open to other departments like the CTA and TSB.	August
Research and Development workshop	The RAC is working with the University of Alberta and Transport Canada on a Research and Development virtual workshop for early November. This workshop will bring together academics, government, and industry to share information on new research being developed in the area of rail innovation.	November 9-10
RAC Holiday Reception and Awards ceremony	Every year, the RAC hosts a reception to thank industry, government, and stakeholders for their collaboration over the last year. We also use this opportunity to hand out RAC's Safety and Environment Awards	Early December

WORKFORCE DEVELOPMENT

The Railway Association of Canada (RAC) Human Resources Committee is in the process of creating new industry-approved curriculum for conductors that will be issued to approved colleges across Canada this year. The RAC, CN, CP and its consultant have been working on the curriculum throughout 2020 and plans to have the curriculum finished by the Fall.

There are five colleges across Canada offering the conductor curriculum: Red River College in Winnipeg, Confederation College in Thunder Bay, British Columbia Institute of Technology (BCIT), the Southern Alberta Institute of Technology (SAIT) and Lambton College. There is a possibility of a new college coming on board in 2021 who will deliver a bilingual conductor program.

RAC completed the design of the Career Awareness campaign. However, due to the rail blockades and COVID-19, this has been deferred.

RAC's training initiative for short line railway members was launched in 2019. The initiative focussed on delivering four modules in English: Securing unattended equipment/Rule 112; car air brakes; freight car inspection; and track inspection. RAC sent out a survey at the end of 2019, and the survey results were very positive, and members would like RAC to continue developing modules. Early in 2021, the RAC released its security awareness module and it has been a hit with our short line members. We will be working on getting the modules translated into French over Q2 and Q3.

7.3 FCM-RAC PROXIMITY INITIATIVE – SPRING 2021 UPDATE

The Federation of Canadian Municipalities (FCM) – Railway Association of Canada (RAC) Proximity Initiative continues to work with stakeholders to raise awareness of rail safety and to promote the adoption of the *Guidelines for New Development in Proximity to Railway Operations* by municipalities and provincial governments across the country.

Advocacy Update

Meetings have been held with the following stakeholders.

Municipalities	PTAs	Provincial Ministers	Provincial Departments	Port Authorities	Federal Officials	Other
Toronto	AUMA	Ontario Minister of Transportation	Manitoba Municipal Relations Planning Department	Port of Montreal	Transport Canada Rail Safety Directorate	Dillon Consulting
Winnipeg	RMA	Alberta Minister of Transportation & Infrastructure	BC Municipal Affairs Planning Department	Port of Vancouver	Lloyd Longfield, MP for Guelph	
Pitt Meadows, BC	UBCM	Manitoba Minister of Infrastructure	Alberta Infrastructure Chief of Staff and Policy Advisor			
District of North Vancouver	SUMA	Manitoba Minister of Economic Development	Alberta Ministry of Jobs, Economy and Innovation			
Langley City, BC	Nova Scotia Federation of Municipalities	Saskatchewan Minister of Highways	Alberta Ministry of Indigenous Affairs			
Township of Langley, BC		Saskatchewan Minister of Agriculture				
Port Coquitlam		Alberta Minister of Municipal Affairs				
Montreal						

These engagements have allowed the proximity initiative to raise awareness of the guidelines with stakeholders. As a result, the guidelines will be officially enacted in both Winnipeg and by the Manitoba Municipal Relations Planning Department as they are responsible for reviewing and approving local developments outside of Winnipeg and Brandon.

Alberta Minister of Transport has agreed to work with the proximity initiative and to promote adoption of the proximity guidelines.

Transport Canada Statement of Support

Transport Canada will be officially endorsing the proximity guidelines with an official policy statement of support. TC is in the process of gathering support through the Ministers Roundtable to solicit provincial ministers' support as well. It is anticipated that federal government support will help with encouraging provinces, municipalities, and territories to incorporate the proximity guidelines in their regulatory frameworks and/or land use plans. TC continues to update the Proximity Initiative on development of the statement as publication is TBD at this time.

Proximity Guidelines Update

- The Proximity Guidelines were last updated in 2013. As we are approaching our nearly 10-year anniversary of the update and nearly 20 years since its inception, it is time to review the guidelines once again.
- To date, we are happy to report that 120 municipalities have adopted the guidelines fully or in part. This is a first step in ensuring that our communities can remain safe and consistent development considerations will help mitigate development issues for communities. Being that FCM represents nearly 2000 communities, it is imperative that this number increase. It is interesting to note that most of the communities that have adopted the guidelines are from eastern Canada. This tells us that there is tremendous opportunity for us to continue to promote the guidelines from coast to coast.
- Jenelle Saskiw proposed that the steering committee establish a formal working group to review the guidelines. She suggested that the committee follow a similar format to review the guidelines as was done in 2013. She would like us to establish a working group made up of municipal leaders, industry representatives and stakeholders that can share pertinent information. She will also be contacting those communities that have adopted the guidelines to get some “testimonials” and create benchmarks that can be used to help us promote the guidelines. If we have positive endorsement from communities, it will help us promote them in the future.
- Once the committee is established, it will focus on:
 - 1) Gathering data from municipalities. Why have they adopted the guidelines, did it mitigate issues. Why has your community not adopted the guidelines?
 - 2) Gathering data from railway partners and technical experts
 - 3) Reviewing the guidelines and implementing changes if/where necessary
 - 4) Promote new guidelines and increase adoption rate.

- Gaps as identified by stakeholders include clarifying guidelines for commercial and industrial developments, developing guidelines for locations with limited physical space where a 30m setback is not feasible (e.g., urban intensification), and raised railway infrastructure.

Steering Committee

The steering committee held a virtual meeting on Monday March 15, 2021. Notable discussion items include:

- There has been an increase in proximity issues over the last year received by CN, CP, the CTA, and Metrolinx. This may be attributed to the impacts of the pandemic as most citizens are spending more time at home thus becoming more aware of proximity issues during the day.
- The Committee discussed how to measure the benefits of adopting the guidelines. This is an item that will require continued engagements with municipalities that have already adopted the guidelines as it may be somewhat difficult to quantify livability.
- An FAQ document was developed and published on the proximity initiative website:
<https://www.proximityissues.ca/proximity-initiative-frequently-answered-questions-faq/>

7.4 RAC SAFETY CULTURE IMPROVEMENT INITIATIVE

The Safety Culture Improvement Initiative (SCII) continues to operate in accordance with its 2021 work plan that focuses on:

- Completing safety culture assessments in partnership with Railway Association of Canada (RAC) member companies;
- Developing tools and guidance material to improve safety culture in the railway industry; and
- Educating/informing government officials and stakeholders about the importance of safety culture within the railway industry.

Safety Culture Steering Committee Chairperson

Following the retirement of Mr. Steve Gallagher (Cando Rail & Terminals Ltd.) at the end of 2020, Mr. Keith Nordin (Southern Railway of British Columbia Ltd.) was identified as the new chair of the safety culture steering committee and will be starting this role in the second quarter of 2021.

Safety Culture Assessments

Safety culture assessments have been completed for the Ontario Northland Railway and is nearing completion for Quebec Gatineau Railway. A finalized action plan has been submitted to the RAC Safety Culture Team from ONR and QGRY has submitted a draft of their action plan with a final draft coming soon. The RAC team will shift to the monitoring phase while the railways begin implementing initiatives to enhance their safety culture. The RAC remains available to both railways for any additional support that may be required.

Looking forward to the 2021 assessment year, interest in the Safety Culture Improvement Initiative has been building. The RAC released its call for applications in March 2021 and received 3 applications for assessments. These are from the Ottawa Valley Railway (OVR), Universal Rail Systems, and Toronto Terminals Railway (TTR). An assessment framework has been developed to determine assessment order for 2021 which indicates that the preferred order will be OVR to launch the survey in the summer, followed by TTR's survey launch in September / October and then Universal Rail assessment to begin in late fall / early winter going into 2022. Timelines will be reviewed with these railways and may be subject to change due to continued impacts of COVID-19 as well as summer vacations of employees at respective railways.

Transport Canada Safety Culture Policy Statement

In accordance with recommendations made in the Railway Safety Act Review, RAC is supporting Transport Canada's (TC) efforts to develop a safety culture policy statement. Mr. Sam Berrada (of the RAC Safety Culture Team) has been in contact with TC to identify opportunities for the Department to support and advance safety culture in the Canadian rail sector. Mr. Berrada developed a document that provides potential initiatives that the regulator can undertake to support safety culture in the rail industry. Because TC's focus over the past several months continues to be on COVID-19, Regulatory Changes, and briefing the new Minister of Transport, the Department has made minimal progress on the draft safety culture policy statement but is committed to keeping the RAC engaged.

Safety Culture Indicators / Metrics

The 2021 Work Plan pursues the RAC's progress to work with members to develop safety culture indicators to complement the assessment process and enable members to gauge their progress on improving safety culture through a short-focused perception survey. The Safety Culture Indicators / Metrics report shows that safety culture is complex and cannot be described accurately with a single metric. The report, drafted by Mr. Berrada, identifies several indicators which provide insight and a directional trend of changes in safety culture. The following three indicator categories are identified in the report:

1. Perceptions; and
2. Initiatives; and
3. Outcomes.

Southern Railway of British Columbia (SRY) has volunteered to pilot the short-focused perception survey in 2021. This will provide an opportunity for SRY to measure the impacts of its safety culture initiatives and for the RAC to learn about the effectiveness of the safety culture indicators in the short-focused perception survey. Due to the continued impacts of COVID-19, SRY has indicated it prefers to launch this initiative in the fall of 2021.

RAC Safety Culture Focus Group

On December 3rd, 2020 a two-hour long safety culture focus group was held with representatives from Cando Rail, CP Rail, Genesee & Wyoming Railway, Prairie Dog Central Railway, Southern Railway of British Columbia, and VIA Rail; providing a broad range of railway experiences with differing operations and perspectives. The RAC Safety Culture Team facilitated the discussions.

The objectives for the session were to:

- Consult about challenges and opportunities relative to pursuing the journey to assess and strengthen safety culture for the railway industry
- Solicit feedback on the RAC Safety Culture Improvement Initiative
- Identify any gaps in the initiative; and
- Identify how the RAC can best support railway's safety culture journeys

To begin the session, a presentation overview of the Safety Culture Improvement Initiative was provided to participants. The presentation provided information on the governance model of the initiative, the safety culture assessment process, leadership training, the compendium of best practices and tools, and safety culture research efforts (e.g., safety culture indicators and short-focused survey). Afterwards, discussion questions were presented to the focus group to help guide conversation. The four discussion questions were:

1. What are your key opportunities and challenges in advancing safety culture?
2. What support do you need to achieve this?
3. What can the RAC do to better support its members in advancing safety culture?
4. How can railway members best support each other in advancing safety culture?

The focus group was productive with the identification of several opportunities which can be advanced to help members strengthen their safety culture. The focus group prioritized the following items for development.

1) Leadership / Management Safety Culture Training

Participants reported that the differing levels of knowledge or understanding of safety culture amongst senior railway leaders and line managers is a challenge to advancing safety culture. An integral factor in developing a strong safety culture is having leadership commitment and buy-in, which encompasses having a good comprehension of what safety culture is. Discussions also indicate that companies are challenged by ensuring that leaders have the support and skills needed to be effective leaders (e.g., knowing how to intervene and understanding how to successfully establish relationships with employees). Additionally, it is perceived that changes amongst leadership can cause discontinuities in an organization's safety culture progression, therefore ensuring that safety culture training is available is key for maintaining knowledge and onboarding of new leaders / managers. This speaks to the need for the RAC to continue with leadership and safety culture training opportunities for railways.

2) Guidance Document on Advancing Safety Culture

Railway members suggested that further support for the safety culture journey be provided in the form of a safety culture standard, or guidance document, which explains the characteristics of a strong safety culture and outlines a practical approach for members to progressively strengthen safety culture. This guidance document would describe the behaviours and characteristics associated with a strong safety culture, how companies can define and brand their culture, and identify best practices which can be used and adapted to make progress while suiting individual company needs.

3) Safety Culture Resource Information and Communication / Awareness Document

Enhancing and increasing communications to RAC members about safety culture resources and best practices was identified as a need. Members felt that they don't necessarily have a good knowledge or easy access to such information. As well, members suggested that a robust communication / awareness document be developed to help them raise the level of knowledge and awareness of safety culture in their company.

4) Peer Review Process

A peer review process for sharing initiatives and best practices amongst RAC members was suggested to facilitate and encourage peer learning and exchange. It was identified that the RAC is in a position to develop and facilitate this amongst its membership. This would allow railways to see what initiatives other railways have implemented relative to safety culture, thereby enabling peer support and learning.

Proposed Next Steps

Based on the feedback from the focus group, the Safety Culture Team plans to address the priority findings through four buckets (below). These buckets are sufficiently broad in scope to address most of the feedback; however, it is important to note that not all feedback may be addressed through these initiatives. The work will continue to evolve as initiatives are completed and additional feedback is received.

The Safety Culture Team will be working in the following areas in 2021 to increase the support available to RAC members to assist with their respective safety culture journeys. This development effort will include consultation with members to ensure that deliverables are aligned with needs and opportunities.

1. Leadership / Management safety culture training

- **Action:** The Safety Culture Team will produce a roadmap of training offerings in Q1 2021.

2. Safety culture resources and communication / awareness document

- **Action:** Two deliverables will be developed:
 - a) a document detailing resources available to members; and
 - b) a safety culture communication / awareness document.

Both will be developed along with a communication strategy in 2021 by the Safety Culture Team.

3. Developing a safety culture guidance document for members

- **Action:** Development of a guidance document to begin after completion of item #2, in collaboration with industry, targeted for the second half of 2021.

4. Develop peer review process for sharing of best practices

- **Action:** Item to be included in 2021 RAC work plan for Q3. An initiative entitled “Peer Safety Culture Sharing Initiative” (below) was launched in Q1-2021 to support the sharing of best practices.

New Safety Culture Initiatives

The RAC Safety Culture Team is introducing new initiatives to increase knowledge and supports available to RAC members relative to safety culture. These include:

- Strategic Safety Culture Development Initiative
- Peer Safety Culture Sharing Initiative
- Safety Culture Assessment Railway Commitment

Strategic Safety Culture Development Initiative**Objectives:**

1. Enhance and elevate safety culture knowledge of steering committee members by leveraging external experts;
2. Provide ongoing safety culture education to steering committee members, in order to:
 - Elevate strategic safety culture knowledge;
 - Provide updates on research and advancements;
 - Connect safety culture with railway issues and opportunities;
 - Provide a foundation for members to partake in the formulation of the steering committee vision, initiatives and development efforts.

Concept:

1. Initiate ‘Strategic Safety Culture Development’ initiative with 2 educational installments on Leadership delivered by Dr. Mark Fleming:
 - Educational installments to be delivered during safety culture steering committees;
 - Duration will be approximately 15 – 20 minutes;
 - Initial installments will cover:
 - Critical role of leadership and line management in a strong safety culture;
 - Effective leadership skills and interventions;

- Leadership and Line management Training – progressing from singular training events to a development process.
2. Following the initial educational installments on leadership delivered by Dr. Fleming on March 12th, a second installment will be delivered at the next safety culture steering committee meeting, and subsequently the intent will be to consult with the steering committee to identify additional themes which are relevant and valuable to members, for subsequent 'Strategic Safety Culture Development' installments.

Peer Safety Culture Sharing Initiative

Objectives

1. Leverage the strengths and experience of safety culture steering committee members by creating a process to share and exchange safety culture practices and experience amongst members;
2. Leverage collective knowledge, best practices and experience for the benefit of all members;
3. Understand common challenges and opportunities faced by members, as well as approaches which have been successful;
4. Create a catalyst for sharing and learning, as well as identifying development opportunities;
5. Create opportunities for members to connect, partner and support each other.

Concept

1. Inception:

- A short survey* was sent to steering committee members in March in order to identify the key issues and opportunities faced by members in advancing safety culture;
- Results will be analysed and shared with members for purposes of identifying the top 3 most significant / relevant issues and opportunities.

2. Process:

- RAC Safety Culture team to develop agenda and process for starting initiative during a steering committee meeting in 2021. The intent is to integrate this initiative with a safety culture steering committee meeting agenda.
- Theme, agenda and process will be shared with steering committee members in Q2 – 2021;
- Members will be asked to come to the next steering committee prepared to present / discuss their experience, best practices (if available), challenges, opportunities and/or development opportunities for the specific theme identified.
- RAC Safety Culture Team to take notes during 'Peer Safety Culture Sharing' process and share with members for subsequent consultation and prioritization.
- The key themes will be reviewed / updated at the beginning of each year for purposes of identifying one theme each year to use this initiative.

* Survey Link: https://smuniversity.qualtrics.com/jfe/form/SV_bQpMhLTlqU28q7c

Safety Culture Assessment – Railway Commitment

A document, entitled "Safety Culture Assessment – Railway Commitment" was developed and shared with the safety culture steering committee to enable members to fully understand the safety culture assessment process, including roles, responsibilities, and expectations.

This document complements existing RAC documents and is expected to help members who undertake a safety culture assessment to engage effectively in each of the steps, and thereby achieve a positive outcome which will meet their objectives.

7.5 RAC MEMBERSHIP

RAC 2021 MEMBER RAILWAYS

Alberta Prairie Railway
Amtrak
ArcelorMittal Infrastructure Canada s.e.n.c.
Barrie-Collingwood Railway
Battle River Railway, NGC Inc.
BCR Properties Ltd.
Big Sky Rail Corp
BNSF Railway Company
Boundary Trail Railway Co.
Cape Breton & Central Nova Scotia Railway
Capital Railway
Carlton Trail Railway
Central Manitoba Railway Inc.
Chemin de fer Arnaud Québec
CN
Compagnie du Chemin de Fer Lanaudière Inc.
CP
CSX Transportation Inc.
Eastern Maine Railway Company
Essex Terminal Railway Company
exo
GIO Rail Holdings Corporation
Goderich-Exeter Railway Company Limited
Great Canadian Railtour Company Ltd.
Great Western Railway Ltd.
Hudson Bay Railway
Huron Central Railway Inc.
Keewatin Railway Company
Knob Lake and Timmins Railway
Last Mountain Railway

Metrolinx
New Brunswick Southern Railway Company Limited
Nipissing Central Railway Company
Norfolk Southern Railway
Ontario Northland Transportation Commission
Ontario Southland Railway Inc.
Orangeville Brampton Railway
Ottawa Valley Railway
Prairie Dog Central Railway – Vintage Locomotive Society Inc.
Québec Gatineau Railway Inc.
Québec Iron Ore Inc.
Québec North Shore and Labrador Railway Company Inc.
Roberval and Saguenay Railway Company
Romaine River Railway Company
SFP Pointe-Noire
Société du chemin de fer de la Gaspésie
South Simcoe Railway
Southern Ontario Railway
Southern Railway of British Columbia Ltd.
St. Lawrence & Atlantic Railroad (Québec) Inc.
Toronto Terminals Railway Company Limited
Train Touristique de Charlevoix Inc.
Tshuëtin Rail Transportation Inc.
Union Pacific Railroad Company
VIA Rail Canada Inc.
West Coast Express Ltd.
White Pass and Yukon Route Railroad

RAC 2021 ASSOCIATE MEMBER RAILWAYS

Absopulse Electronics Ltd.
Amsted Rail
Ashcroft Terminal
Atlantic Industries Limited
Bayside Canadian Railway
British Columbia Institute of Technology
CAD Railway Industries Ltd.
Canadian Heartland Training Railway Services Inc.
Canadian Rail Research Laboratory
Canadian Urban Transit Association
Cando Rail & Terminals Ltd
Cégep de Sept-Iles
Confederation College of Applied Arts and Technology
CPCS Transcom Limited
Crescent Point Energy
Davanac Inc.
Dillon Consulting Limited
Dominion Railway Services Ltd.
Drain-All Ltd.
Forma-Train
Frauscher Sensor Technology USA Inc.
GATX Rail Canada Corporation
Groupe Pelletier Entretien
Harsco Rail
J Lanfranco Fastener Systems Inc
Jade Acoustics Inc.
Jones Rail Industries Ltd.
Koch Fertilizer Canada ULC
L.A. Hébert Ltée

McCarthy Tétrault
Messer Canada Inc.
Montréal Port Authority
NARSTCO
Ontario Steel Haulers Inc.
PNR Railworks Inc.
Rail Cantech
RailTerm
RailVision Analytics
Rail-Werx Inc.
Red River College
RTC Rail Solutions Ltd
Sait Polytechnic
Sands Bulk Transport
Sandy Cooke Consulting Inc.
SC3 Automation Inc
Société du port ferroviaire de Baie-Comeau (SOPOR)
Soulanges Railway Services Inc.
Stantec Inc.
Suncor Energy Products Partnership
Toromont Cat
Torq Transloading
T-Rail Products Inc.
Tybo Contracting Ltd.
Universal Rail Systems
VIP Rail ULC
Wabtec Corporation
Walker Industries Inc.
Whiting Equipment Canada
Wi-Tronix, Inc.
X-Rail Signalisation Inc.

7.6 PASSENGER RAIL UPDATE

First meeting of committee on May 10th. An update of this meeting will be provided during the PAC meeting.

Agenda:

- We will re-establish committee Terms of Reference and priorities / Actions required
- Have an Operation Lifesaver presentation in response to high trespassing incidents on passenger rail networks
- Roundtable discussion: about how to attract passengers back to rail and discuss possible anticipated requirements for travel
- Set up subsequent meetings for 2021 to execute action plan

7.7 SHORTLINE UPDATE

The inaugural meeting of the revived shortlines committee (SL Committee) was held on November 23, 2020. It gathered approximately 25 shortlines. Topics on the agenda were Committee governance, shortlines industry profile, RAC reporting on relevant advocacy efforts and roundtable discussion. These SL Committee meetings will be held twice a year (Spring and Fall). The next SL Committee meeting is scheduled on May 19, 2021. The Terms of reference of the SL Committee are currently under review. The creation of a shortlines steering committee that would meet on a more regular basis is also being contemplated.

13 one-on-one meetings with shortlines were conducted in Q1 following the SL Committee of November 2020 to discuss advocacy opportunities and general collaboration/assistance from RAC. High participation and quick turnaround time for confirmation of attendance to upcoming SL Committee meeting on May 19, 2021. Chuck Baker, the President and CEO of the American Short Line and Regional Railroad Association (ASLRRA) is confirmed as guest speaker.

Our three prebudget submissions (Quebec, Ontario and Federal) each contained a recommendation supporting the creation/enhancement of funding programs dedicated to shortlines. It is worth noting that Quebec followed RAC recommendation concerning the renewal and enhancement of its rail infrastructure and intermodal program (*Programme de soutien aux infrastructures de transport ferroviaire et à l'intégration modale – PSITFIM*), i.e. to (i) renew/extend the program, (ii) increase funding/amounts available, and (iii) extend eligibility to federally regulated shortlines.

APPENDIX

MOVING DANGEROUS GOODS SECURELY. WE'RE ONBOARD.

Canada's railways transport essential but dangerous goods like fuel and we deliver 99.99% of those loads safely, without a single leak.

See how we do it at railcan.ca



INVESTING IN RESILIENCY & SAFETY WE'RE ONBOARD.

Canada's railways have a strong safety culture, supported by investments of \$18.5 billion of improvements to rail infrastructure over the last decade.

See how we do it at railcan.ca



Railway Association
of Canada



INNOVATION AND SAFETY. WE'RE ONBOARD.

With safety always paramount, we are delivering what Canada needs to rebuild and innovating along the way.

See how we do it at railcan.ca



Railway Association
of Canada





Railway Association
of Canada



PEOPLE. GOODS. CANADA MOVES BY RAIL.

Marc Brazeau, President & CEO



About RAC



We're the voice of Canada's railway industry



Representing over 60
freight and passenger
railways



With 60 industrial railways
and rail supply company
members



Over 100 Million
passengers annually



\$320 billion worth of goods
moved annually

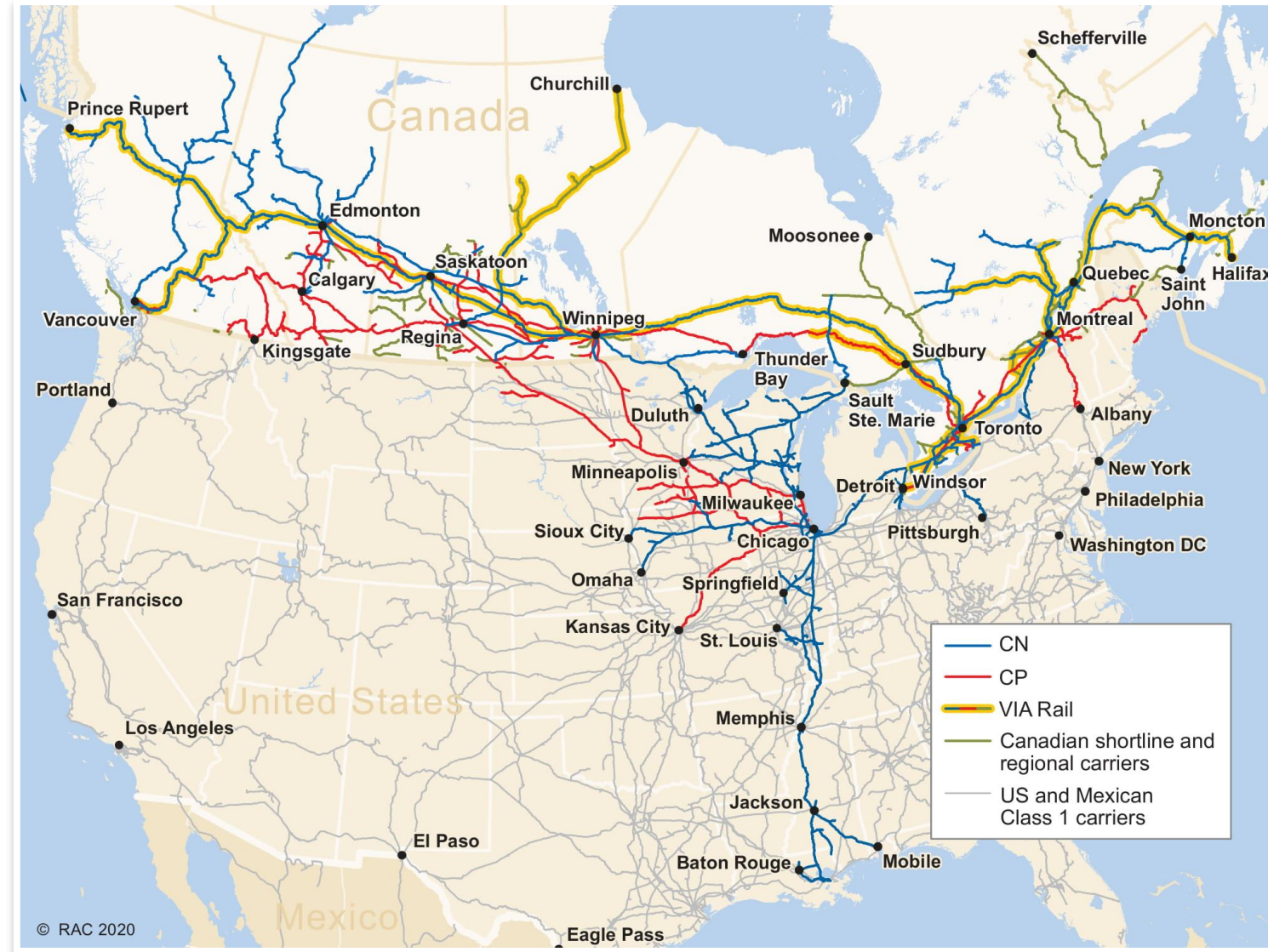


Canada's Rail Network

5th largest network in the world

12% larger than highway system

Both Class I railways operate large U.S. networks



The Impact of Canada's railways



Impact of Canada's Railways



Infrastructure

42,865

kilometers of
track operated



Taxes

\$2.1B

paid in taxes in
2019



Employees

173,00

jobs supported
by rail¹



Freight

455.8B

revenue tonne
kilometers



Investment

\$3.1B

in private capital
investment in 2019

Source: Rail Trends Database | 1 Conference Board of Canada and RAC



Taxes & Investments by Shortlines



\$55.7 million

In provincial taxes paid
by shortlines



\$101.5 Million

Invested by shortlines across
Canada*



\$16.6 million

In federal taxes paid
by shortlines

*Excludes Ontario Northland Transportation Commission

