

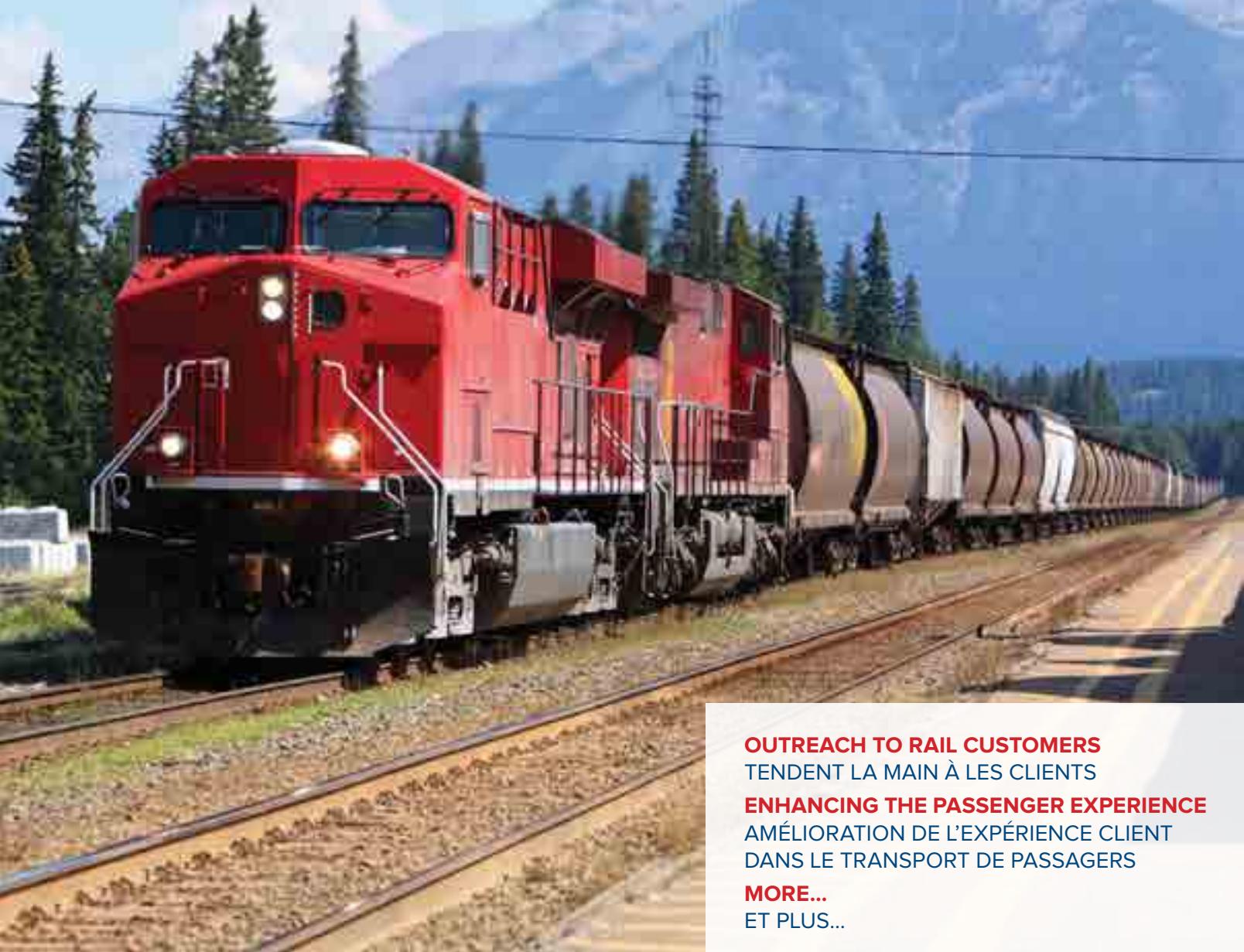
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CP



By/Par Michael Bourque

Helping rail customers compete and win in the global marketplace

Aider les clients à se positionner sur le marché mondial

Canada and the United States enjoy one of the most balanced trade relationships in the world. Every year, we trade billions of dollars' – \$627.8 billion (USD) in 2016 – worth of goods and services while growing both economies and creating thousands of jobs in the process.

Le Canada et les États-Unis entretiennent l'une des relations commerciales les plus équilibrées au monde. Chaque année, ces pays échangent plusieurs milliards de dollars (627,8 milliards de dollars américains en 2016) en biens et en services.



FOTOIMAGE MONTREAL/SHUTTERSTOCK.COM

Since 1994, the North American Free Trade Agreement (NAFTA) has played a key role in enabling Canada, the U.S. and Mexico to compete in the global economy. North America's trade area is now the biggest economic zone in the world, accounting for a quarter of the world's Gross Domestic Product (GDP), and NAFTA has played a significant role in that growth.

The existing framework, in place since 1994, has benefitted all three NAFTA partners, increasing trade and

opening new markets. Between 1993 and 2016, for example, Canada's GDP expanded by 171 per cent. During the same period, Canadian exports to the U.S. and Mexico grew by 155 per cent and 800 per cent, respectively. Finally, Canadian Foreign Direct Investment into the U.S. grew by close to 300 per cent.

NAFTA facilitated new opportunities for Canadian businesses and changed the competitive landscape in the process. For the



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railway industry, enhanced growth as a result of NAFTA has led to significant benefits for rail customers in North America. Thanks to economic growth tied to trade, railways have been able to invest tens of billions of dollars into their infrastructure, which has led to improvements in both customer service and safety. These investments, coupled with innovation and productivity improvements tied directly to trade-related measures, allow shippers to benefit from freight rates that are among the lowest in the world. These low rates have enabled rail customers to diversify their business and ensure that they can maintain and increase their market share in the global marketplace.

NAFTA has also facilitated an integrated North American economy, one that requires a fluid railway network to facilitate the flow of goods across the continent. We often say that our industry is the backbone of the economy. Canada's railways, for example, help to deliver more than \$150 billion worth of exports to markets across North America and around the globe. We connect our customers to global supply chains. Close



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L'accord a profité aux trois pays signataires en augmentant leurs échanges et en leur ouvrant des marchés. De 1993 à 2016, le PIB du Canada a augmenté de 171 pour cent; les exportations canadiennes vers

les États-Unis et le Mexique ont bondi, respectivement, de 155 et de 800 pour cent; et l'investissement canadien direct aux États-Unis a progressé de près de 300 pour cent.

L'ALENA a offert des occasions d'affaires aux entreprises canadiennes et transformé l'environnement concurrentiel. Pour le secteur ferroviaire, il s'est traduit par une croissance bénéfique pour la clientèle. Grâce à la croissance économique tributaire du libre-échange, les chemins de fer ont investi des dizaines de milliards de dollars dans leur infrastructure, ce

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This issue of Interchange focuses on initiatives taken by Canada's railways to enhance service for their customers. We look at how outreach to customer groups by Canada's freight railways is enhancing the flow of goods. We also explain what "service innovation" means to the railway industry, and profile how innovation in the freight sector is improving how Canadian grain is transported to global markets. Our story about how one RAC member company optimizes its customers' operations by providing a full suite of rail solutions illustrates how first-mile, last-mile service is

critical to the efficiency of the entire transportation system.

NAFTA has enabled the success of railways, their customers and the North American economy. Any effort to renegotiate a new trade agreement should build on the success of its predecessor. These talks should recognize the role that railways play in facilitating trade, and identify a policy framework that enables investments that are necessary to provide a safe, efficient and sustainable transportation service to customers. Railways can continue to operate and grow in concert with the demands of the North American economy, but only if all countries work collaboratively towards a continued win-win-win approach. ■



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qui a amélioré la sécurité et le service à la clientèle. Ces investissements, conjugués à l'innovation et à des améliorations à la productivité, ont permis l'offre de tarifs de fret parmi les plus bas au monde. Grâce à ces tarifs, nos clients ont pu se tailler une place sur les marchés mondiaux et diversifier leurs activités.

L'ALENA a aussi permis l'intégration des économies nord-américaines, où la présence d'un réseau ferroviaire continental est cruciale au transport de marchandises. Notre secteur est la colonne vertébrale de l'économie. Les chemins de fer canadiens transportent vers les marchés nord-américains et mondiaux des exportations totalisant plus de 150 milliards de dollars. Nous relions nos clients aux chaînes d'approvisionnement mondiales. Près des deux tiers de nos trajets traversent une frontière ou passent par un port.

Le présent numéro d'*Interchange* porte sur les projets entrepris par les chemins de fer canadiens en vue d'améliorer le service offert à la clientèle. Nous y parlons des efforts de communication des transporteurs de fret auprès des groupes de clients pour améliorer la circulation des marchandises; de ce que signifie « l'innovation dans les services »

pour le secteur ferroviaire; et de ce qu'apporte l'innovation dans le secteur du fret au transport des céréales. Notre article sur une compagnie membre de l'ACFC qui a choisi de compléter son offre de service illustre toute l'importance des services au premier et au dernier kilomètre pour l'efficacité de l'ensemble du système de transport.

L'ALENA a permis la réussite des chemins de fer, de leurs clients et de l'économie nord-américaine. Sa renégociation devrait s'appuyer

sur ces bases. Les pourparlers doivent reconnaître l'importance des chemins de fer pour le commerce et élaborer un cadre politique qui rendra possibles les investissements nécessaires pour la fourniture d'un service de transport sûr, efficace et durable. Les activités et la croissance des chemins de fer peuvent continuer de suivre la demande de l'économie nord-américaine, mais, pour cela, les pays doivent s'entendre sur le maintien d'une approche gagnante pour tous. ■

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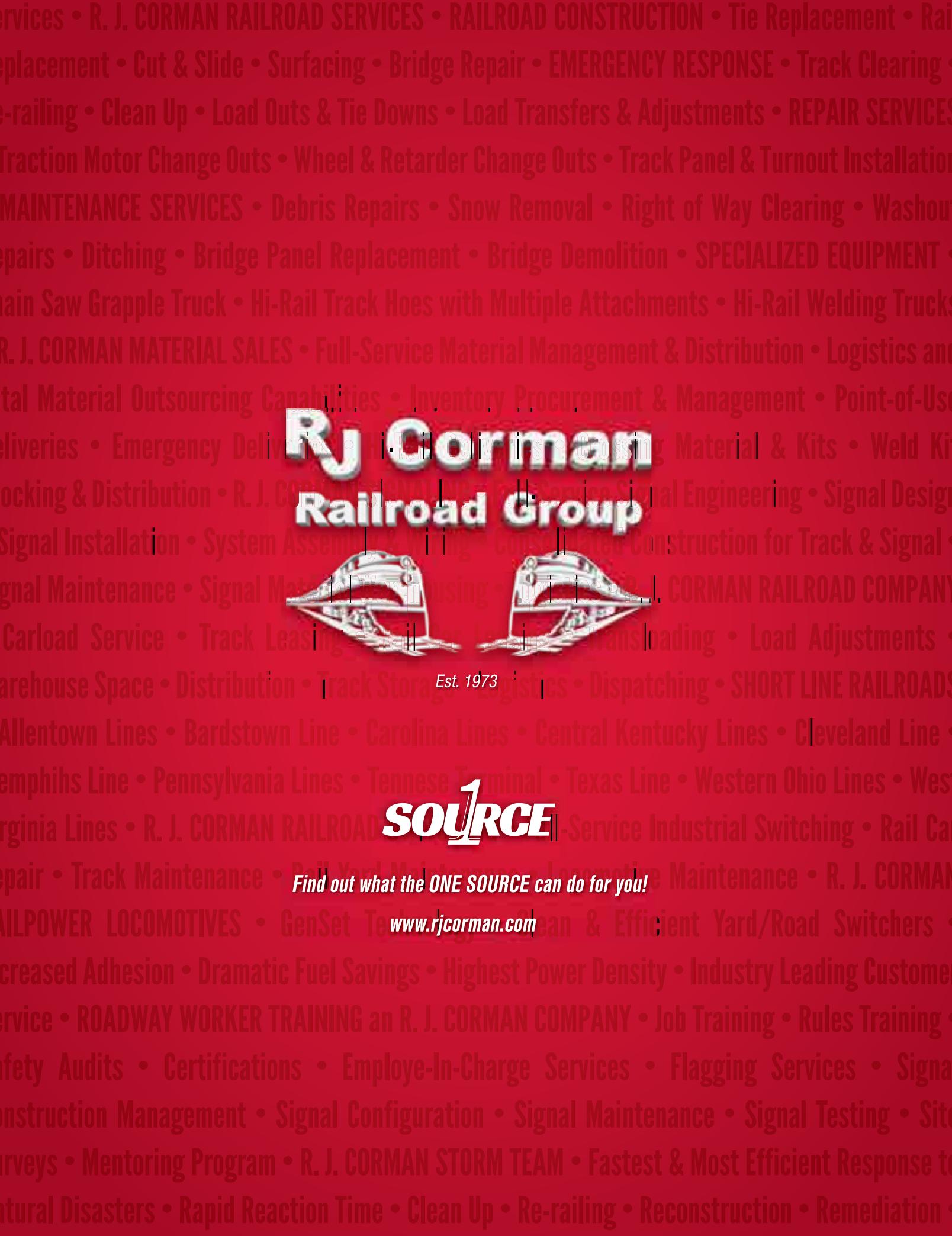
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Open lines of communication

How outreach to customer groups by Canada's freight railways is enhancing the flow of goods.

By/Par James Careless

Moving Canadian products to clients around the world is a complex process that requires collaboration between all supply chain partners. To move these goods safely and efficiently, communication between railways and customers is key.

As freight railways transport more goods than ever before, they are redoubling their outreach efforts with customer groups to enhance service. These efforts begin and end with in-person meetings.

"There is no better way to understand the market and a customer's needs than meeting face-to-face," says David Przednowek, CN's Director of Grain Marketing.

Of course, conversations can't cover all of the details associated with freight transportation. This is why freight railways have developed innovative approaches to communicate information to customers, and help them plan their shipping schedules more accurately.

CN, for example, uses Facebook, LinkedIn and Twitter to reach its customers, including producers and farm groups. In addition, CN also launched a podcast series that examines the western Canadian grain market and reports on the status of CN's grain movements.

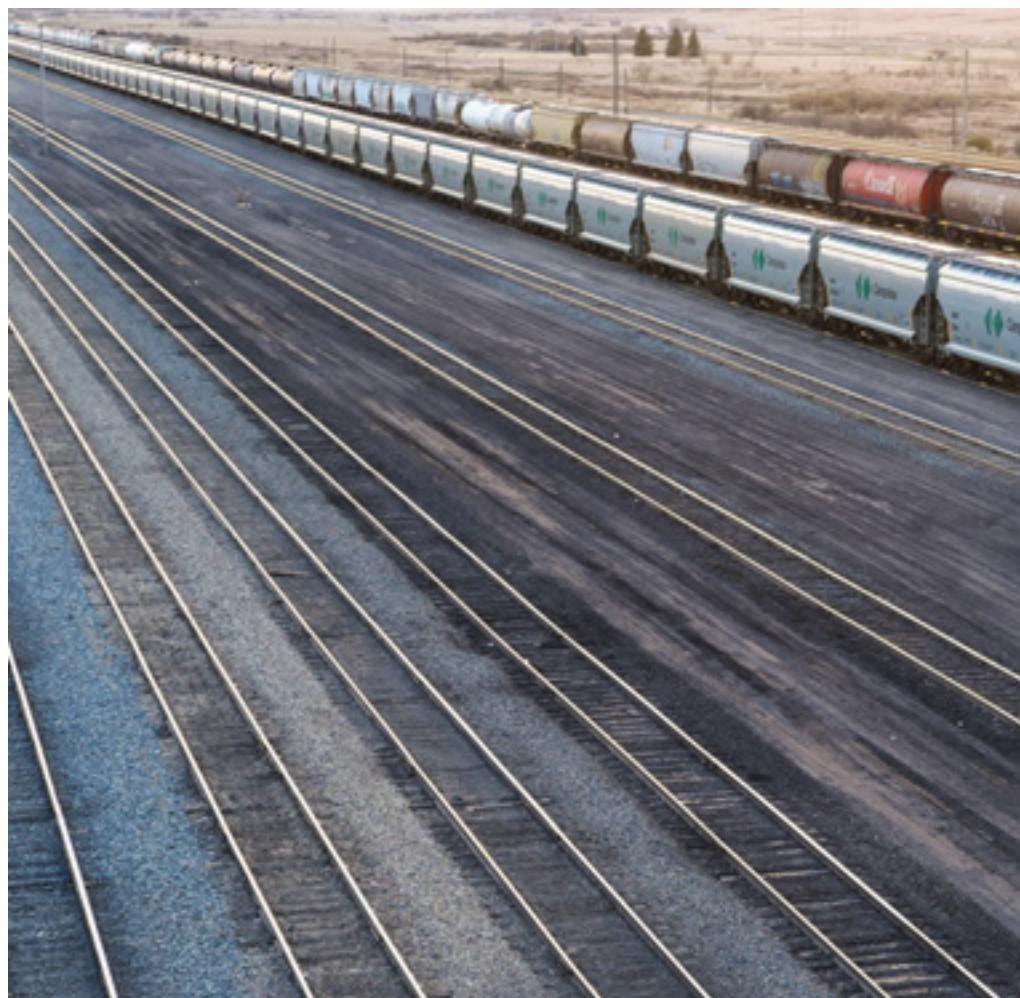
"Social media is a great way of getting information out there and giving [customers] the latest information," says Przednowek.

"There is no better way to understand the market and a customer's needs than meeting face-to-face."

Whether communicating in person or online, the railways' goal is to ensure that everyone – customers, railroaders and supply chain partners – is on the same page. By communicating information effectively with grain customers, for example, railways are able to better understand shippers' needs and outline expectations in commercial agreements between the two parties.

"Commercial products allow customers to secure priority car supply over the course of the year, with reciprocal penalties for both CN and the shipper," says Przednowek. "As a result, customers have much greater certainty and ability to plan forward than they did just a few years ago."

During the 2016-2017 crop year, more than 70 per cent of the western grain that CN transported in covered



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Ouvrir les voies de communication

La communication avec les groupes de clients au service de la circulation des marchandises.

Le transport de produits canadiens à travers le monde est un processus complexe qui requiert de la collaboration entre les partenaires de la chaîne logistique. Pour transporter ces biens efficacement et en toute sécurité, un seul mot : communication.

Les trains transportent plus de marchandises que jamais. C'est pourquoi les transporteurs de fret redoublent d'efforts pour

sensibiliser les groupes de clientèles à la communication entre les intervenants. Et cela commence par des rencontres en personne.

« Il n'y a rien de mieux pour comprendre le marché ou les besoins d'un client », lance David Przednowek, directeur de la mise en marché des céréales au CN.

Évidemment, on ne peut pas aborder tous les détails du transport de fret dans une conversation. C'est pourquoi les chemins de fer utilisent des approches novatrices pour communiquer avec leurs clients et les aider à programmer leurs envois.

Par exemple, le CN se sert de Facebook, LinkedIn et Twitter pour atteindre ses clients, dont les producteurs et les groupes agricoles. En outre, il publie des baladodiffusions portant sur le marché des céréales de l'Ouest canadien et les transports de céréales.

« Les réseaux sociaux sont excellents pour transmettre les dernières informations », ajoute M. Przednowek.

En personne ou par Internet, la communication a pour but de mettre tout le monde (clients, cheminots, chaîne d'approvisionnement) sur la même longueur d'onde. Par exemple, en relayant l'information à ses clients céréaliers, le chemin de fer comprend mieux les besoins des expéditeurs; il peut définir les attentes dans ses accords commerciaux avec ceux-ci.

« Nous avons des produits commerciaux qui permettent au client d'obtenir une priorité sur les wagons disponibles, avec pénalités au CN et à l'expéditeur, explique M. Przednowek. Cela apporte une meilleure certitude au consommateur, qui peut alors mieux planifier la suite des choses. »

Dans l'année-récolte 2016-2017, le CN a programmé plus de 70 pour cent des céréales de l'Ouest transportées par wagon-trémie couvert à l'aide de tels contrats.

Le CN évolue vers « un cadre plus commercial au niveau de la disponibilité des wagons, précise M. Przednowek. Nous obtenons des résultats probants avec la communication et la planification plus étroite avec le client. »

Les chemins de fer le savent : pour bien gérer les expéditions, il faut disposer d'un personnel qui connaît bien la chaîne d'approvisionnement. Or, pour donner leur pleine mesure, ces experts en logistique ont besoin que le client comprenne ce que font les chemins de fer pour transporter les marchandises efficacement et en toute sécurité. Réciproquement, le chemin de fer doit porter attention aux préoccupations du client.

« Les voies de communication sont ouvertes entre le CP et les expéditeurs de céréales, confirme Murray Hamilton, vice-président adjoint à la vente et à la mise en marché. Nous discutons, nous écoutons et nous livrons la

« Une rencontre en personne, [...] il n'y a rien de mieux pour comprendre le marché ou les besoins d'un client. »





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"We want them to understand what our challenges are, and how they can help ensure that the overall supply chain is operating in an optimal way."

hopper cars was arranged using commercial contracts.

CN is moving towards "a more commercial framework in terms

of car supply commitments," says Przednowek. "Working with customers on the ground and communicating and planning more

closely is delivering strong results."

Having supply chain-savvy employees is a proven way for Canada's railways to manage shipments effectively for their clients. But these logistics experts can't perform to their full potential



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marchandise en cette récolte qui s'annonce forte. La chaîne logistique des céréales est complexe. Pour mener le produit de la ferme au terminal, il faut déployer un maximum d'efficacité. Cette complexité doit être comprise par nos employés qui interagissent avec les clients, pour trouver ensemble des solutions satisfaisantes. »

« Depuis plusieurs années, nous utilisons plusieurs canaux pour parfaire nos communications avec les expéditeurs. Surtout, nous leur parlons directement, en personne, pour comprendre leurs besoins et chercher à les satisfaire. En parallèle, nous voulons leur faire comprendre nos défis et les aider à nous aider à faire tourner la chaîne d'approvisionnement de manière optimale. »

Ainsi, le CP offre maintenant des trains dédiés. Le client s'engage à utiliser un train que la compagnie déplace de son point d'origine à sa

« Nous voulons leur faire comprendre nos défis et les aider à nous aider à faire tourner la chaîne d'approvisionnement de manière optimale. »

destination. Avec ce programme lancé en 2014-2015, le client peut mieux prévoir et contrôler la disponibilité des wagons. Les trains dédiés répondent à la mouvance des marchés; ils permettent au client de s'assurer d'avoir la capacité nécessaire pour expédier ses produits. Aujourd'hui, les trois quarts des activités céréaliers du CP passent par ce programme.

Le CP utilise un autre outil de communication important : une feuille de pointage qui lui permet de divulguer volontairement, sur son site Web, le volume de céréales livrées comparativement aux années antérieures. Cet outil suit les variations dans le transport des céréales et la satisfaction de la demande. Le CP publie ces

données sous forme brute, tout en ajoutant une analyse permettant d'expliquer les chiffres de la semaine.

« Quand notre rendement est décevant, nous ne le cachons pas, explique M. Hamilton. Cela nous permet de souligner les facteurs externes, lorsqu'il y en a, comme les congés et les fermetures de ports. »

« La preuve ressortira avec le temps, mais nous pouvons être fiers de notre bilan. Malgré une récolte presque record l'an dernier dans l'Ouest canadien, 72 millions de tonnes métriques, nous avons connu peu de ratés de notre côté. Voilà qui démontre que nous sommes en mesure de «livrer la marchandise». » ■

if customers don't understand what railways are doing to move goods safely and efficiently. Similarly, railways need to listen keenly to customers' concerns and insights, to ensure that rail service meets their needs.

"The lines of communication between CP and our grain shippers are open," says Murray Hamilton, CP's Assistant Vice President of Sales and Marketing. "We're talking, we're listening, and we're delivering for what looks to be another strong

"We were able to service elevators more frequently overall than in the past by delivering double spots and in some cases triple spots."

grain-shipping season. We understand it is a complex supply chain to move grain as efficiently as possible from farm gate to terminal. It requires that the people we put in front of our clients understand that complexity, and can collaboratively provide solutions that our customers value."

"Over the past several years, we've improved our communications with grain shippers through several

channels. Firstly, and most fundamentally, we're reaching out to these customers directly. We are talking with them face to face, doing our very best to understand what they need, and working to provide it. At the same time, we want them to understand what our challenges are, and how they can help ensure that the overall supply chain is operating in an optimal way."

One initiative introduced by CP is its Dedicated Train Program (DTP), which allows customers to commit to using a train, which the company moves from origin to destination. Introduced in 2014-2015, CP has continued to evolve the program to provide clients with greater clarity and control of car supply. The DTP responds to dynamic market conditions, enabling customers to ensure they have the necessary capacity to ship their products to market. The program now represents more than 75 per cent of CP's grain business.

Another key communications tool is CP's supply chain scorecard, where the company voluntarily reports on its website the volume of grain that it is delivering and how it compares to prior years. The tool tracks ebbs and flows in grain traffic, and the company's performance in meeting customer demand. CP publishes the raw data and provides additional colour to help readers understand some of the factors that went into the week's numbers.

"When our performance has come up short, we have stated as much," says Hamilton. "It also gives us the chance to point out when throughput is down due to holidays or shutdowns at ports."

"The proof will be in the execution, but I think we have a good story to tell. Last year's 72-million-metric-tonne western Canadian harvest was a near-record, yet we experienced minimal issues in delivering our share of it. I believe this proves we have the capacity to get the job done." ■

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Supply chain solutions

Innovation among Canada's freight railways is improving how Canadian grain is transported to markets around the globe.

By/Par James Careless

The grain supply chain is the backbone of Canada's freight railway business. To say that it is the most important revenue source for Class 1 railway CP, for instance, doesn't begin to describe grain's importance to this company.

"CP is dedicated to grain, and we have been for more than 130 years," says Murray Hamilton, CP's Assistant Vice President of Sales and Marketing. "Grain is embedded in our DNA as a railway."

"CP's network has always been strategically positioned in the heart of grain-producing regions in both Canada and the U.S. with direct access and efficient routes from elevators to terminals at major ports of export."

Getting the most out of the network is just good business, says Hamilton. To maximize its capacity, CP allows grain shippers to hire entire unit trains under the railway's Dedicated Train Program.

"Customers make a commitment to using the train and we move it from origin to destination quickly and consistently," says Hamilton. "Together, we work to shorten car cycles, which enables the same fleet of railcars to move more grain."

"Grain is embedded in our DNA as a railway."

While service innovation is an important part of maximizing the efficiency of the grain supply chain, continuous investment by Canada's railways has supported this goal. Since 1999, Canada's railways have invested more than \$24 billion into their networks to enhance safety and improve efficiency.

"We have invested in our infrastructure such that we can now handle trains of greater length than we could even in the recent past," Hamilton says. "We are driving toward a supply-chain model capable of loading, transporting, and unloading 8,500-foot-long, power-on unit



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Chaîne d'approvisionnement : des solutions

L'innovation améliore le transport des céréales canadiennes vers les marchés du monde.

Au Canada, la chaîne d'approvisionnement en céréales est la colonne vertébrale des chemins de fer de fret. Par exemple, on ne saurait exagérer la place qu'elle occupe dans

le chiffre d'affaire du chemin de fer de catégorie 1 CP.

« Le CP est synonyme de céréales depuis plus de 130 ans; c'est dans notre ADN, rappelle Murray

Hamilton, son vice-président adjoint à la vente et à la mise en marché. Le réseau du CP a toujours été positionné au cœur des régions céréalier, autant au Canada qu'aux États-Unis, avec un accès direct aux trajets efficaces, des silos aux terminaux des grands ports exportateurs. »

Et, selon lui, tirer le maximum de ce réseau, c'est parfaitement logique. Le CP permet même aux expéditeurs de céréales d'embaucher des trains-blocs entiers, dans le cadre de son programme de train dédié.

« Le client s'engage à utiliser le train, explique M. Hamilton, puis nous le menons de son point de départ à sa destination, rapidement et de façon constante. Ainsi, nous arrivons à raccourcir le cycle des wagons pour permettre aux mêmes wagons de transporter plus de céréales. »

L'innovation dans les services joue pour beaucoup dans l'optimisation de l'efficacité de la chaîne, mais c'est l'investissement constant des chemins de fer qui rend ce but atteignable. Depuis 1999, ceux-ci ont investi plus de 24 milliards de dollars dans la sécurité et l'efficacité de leurs réseaux.

« Nous pouvons maintenant accueillir des trains plus longs

« Le CP est synonyme de céréales. »



trains with a minimum of 134 hopper cars of export grain in Canada."

An 8,500-foot train can carry at least 20 per cent more traffic than the average grain train. Most of the grain cars in CP's fleet, when filled to capacity, weigh 263,000 pounds. According to Hamilton, CP's upgraded infrastructure can accommodate modern 286,000-pound grain cars. Despite carrying more grain, these cars are actually shorter than legacy railcars used for transporting agricultural products.

"As CP and the industry move towards shorter, higher-capacity cars, CP will be able to fit more cars and more grain on each 8,500-foot train," says Hamilton. "Put together, the changes point to a future where we move more of our customers' product in each train, and turn them even more quickly and efficiently than we do now. It's a vision we believe gives our customers the ability to grow more efficiently with us."

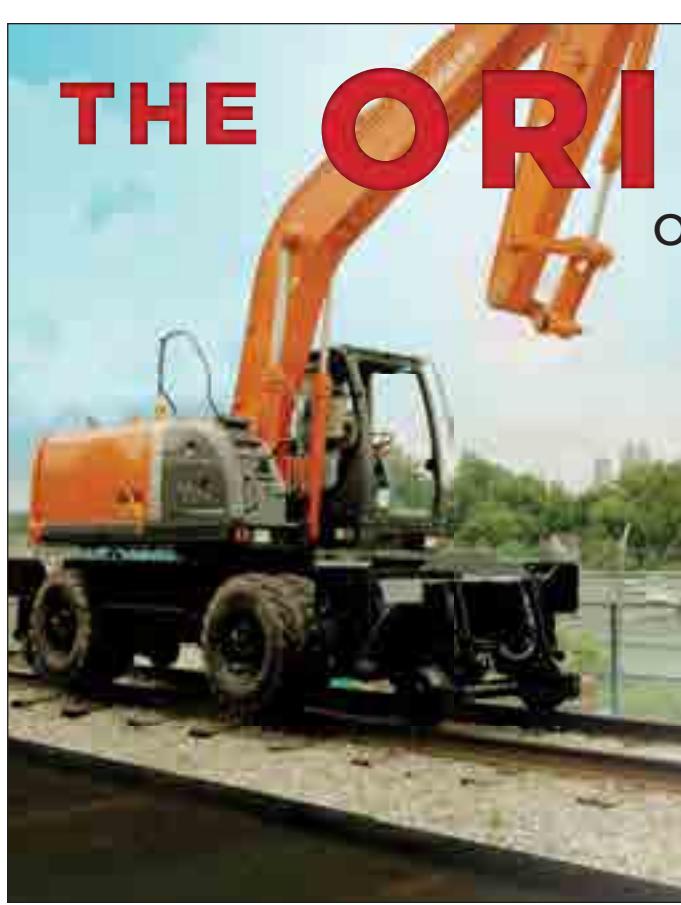
Thanks to service innovations and robust investments in infrastructure, CN is also delivering more grain than ever before.

"CN delivered record grain movement in 2016-17, moving 21.8 million metric tonnes of bulk grain, which was 2 per cent higher than the previous record set in 2014-15 and 7 per cent higher than the previous three-year average,"



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« Avec un approvisionnement garanti en wagons, l'expéditeur peut répondre à son marché et réserver des wagons au moment où cela est le plus économique pour lui. »

qu'encore tout dernièrement, souligne M. Hamilton. Nous tendons vers un modèle de chaîne d'approvisionnement capable de charger, transporter et décharger des trains-blocs de 8 500 pieds alignant au moins 134 wagons-trémies de céréales d'exportation. »

Un train de 8 500 pieds peut transporter au moins 20 pour cent de marchandises de plus qu'un train céréalier moyen. La plupart des wagons à céréales du CP pèsent 263 000 livres remplis au maximum. Selon M. Hamilton, l'infrastructure bonifiée du CP peut accommoder les wagons-trémies modernes de 286 000 livres. Et ces wagons sont tout de même plus courts que les anciens qu'on utilisait pour les produits agricoles.

« Le CP et l'ensemble du secteur passent aux wagons plus courts à plus grande capacité, et nous serons prêts à en accueillir plus sur chacun de nos trains de 8 500 pieds, renchérit M. Hamilton. Bientôt, chaque train transportera plus de céréales, plus rapidement et plus efficacement qu'en ce moment. Cette vision permet à nos clients de mieux croître avec nous. »

Grâce à l'innovation dans les services et à des investissements conséquents dans l'infrastructure, le CN livre, lui aussi, plus de céréales que jamais.

David Przednowek, directeur de la mise en marché céréalier au CN : « En 2016-2017, le CN a transporté 21,8 millions de tonnes métriques de céréales en vrac, soit 2 pour cent de plus qu'en 2014-2015, le record précédent, et 7 pour cent de plus que la moyenne des trois dernières années. Entre septembre et avril, nous avons établi six records mensuels dans le volume de céréales en vrac, ainsi qu'au niveau de l'ensemble de nos transactions céréaliers pendant cette période. »

Pour demeurer concurrentiel contre les autres modes de transport de céréales, le CN a revu sa stratégie pour offrir des trains plus longs.

« Le CN a innové en combinant deux trains céréaliers de 100 wagons chacun près du point de départ et en les exploitant comme un seul train de 200 wagons vers leurs destinations, poursuit M. Przednowek. Cela a amélioré la fluidité du réseau en doublant le volume de céréales transporté dans un créneau, en plus d'accroître l'utilisation des actifs, puisque les wagons-trémies vides retournent se faire remplir plus rapidement. »

Alors que s'installait l'hiver 2016-2017, le CN a bonifié son offre de service. Il a exploité plus de trains par puissance distribuée, technique où

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says David Przednowek, CN's Director of Grain Marketing.

"CN set records for bulk movement of grain in six individual months between September and April, and our overall Canadian grain business set records September through April."

To remain competitive with other methods of grain transportation, CN adjusted its strategy to provide shippers with bigger trains.

"We were able to service elevators more frequently overall than in the past by delivering double spots and in some cases triple spots."

"CN Operations innovated the operating plan by combining two 100-car grain trains near origin and running as a single 200-car train toward port destinations," says Przednowek. "This improved network fluidity by doubling the volume of grain flowing through each train slot,

and improved asset utilization, which put empty hopper cars back in the country faster for the next grain load."

As the winter of 2016–2017 set in, CN countered with increased service. For example, the railway operated more trains with distributed power, a process in which railways place locomotives at different points throughout the train to improve efficiency. It also deployed "air repeater cars," railcars equipped with air compressors located near the middle of a train. These are designed to increase air flow to air brakes, which allows trains to increase stopping power in even the coldest of conditions. The goal is to enhance safety and, as a result, improve network fluidity.

"CN also conducted additional track inspections during times of extreme cold temperatures and positioned locomotives in ready-to-go strategic locations," Przednowek says.

In addition, CN has expanded the ability of grain customers to secure access to grain cars before the planting season begins.

"Having access to a guaranteed car supply allowed shippers to respond to their market and call on car supply when it made the most economic sense for them to do so," Przednowek says. "CN's commercial products fit well within our Scheduled Grain Service plan, which allows for efficient planning of crews, power and fleet resources all around a scheduled day of week service for individual country elevators." ■

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on insère des locomotives à divers endroits du train pour en accroître l'efficacité. Le CN a aussi déployé des véhicules-compresseurs de relais. Ces wagons munis de compresseurs d'air, qu'on place vers le milieu du train, améliorent l'amenée d'air vers les freins pneumatiques, ce qui accroît la puissance de freinage, même par temps très froid. Cette mesure améliore la sécurité et, du coup, la fluidité du réseau.

« En outre, le CN a multiplié les inspections des voies par temps froid et placé des locomotives de relève aux endroits stratégiques », ajoute M. Przednowek.

Enfin, il a facilité la vie de la clientèle céréalière qui peut s'assurer l'accès aux wagons avant le début des semaines.

« Avec un approvisionnement garanti en wagons, l'expéditeur peut répondre à son marché et réserver des wagons au moment où cela est le plus économique pour lui, précise M. Przednowek. Les produits commerciaux du CN s'intègrent bien à notre programme de transport à horaires fixes des céréales, qui permet de bien planifier les équipages et les ressources autour d'une journée déterminée, hebdomadaire, de service aux silos de collecte. » ■

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All aboard

How Metrolinx is enhancing the customer experience.

By/Par Jeffrey Reed

According to the 2011 National Household Survey, about 15.4 million Canadians commute to work each day. A quarter of them – close to 4 million – commute by subway and roughly 1.7 million passengers travel by light rail, streetcar or commuter train.

With such a large part of the population relying on commuter services – Canada's commuter railways moved close to 80 million people in 2016 alone – passenger railways in Canada's largest metropolitan areas take the job of enhancing the customer experience very seriously.

Metrolinx, the provincial crown corporation that operates GO Transit, is embarking on a massive transformation of the GO rail network to help provide a faster, more convenient way to move people in the Greater Toronto Hamilton Area (GTHA).

"In 2008, we were emerging from a long period of underfunding and, as a result, we had many delays across our system," explains Mary Proc, Metrolinx VP Customer Service Delivery. "Our customer satisfaction had fallen to 59 per cent. Clearly, we needed to take our service and our customer satisfaction to higher levels."

According to Metrolinx, road congestion costs Toronto alone up to \$11 billion each year. As part of its transformation, Metrolinx is increasing the frequency of trips in the region. This means trains running every 15 minutes or better, all day and in both

directions, within the most heavily travelled sections of its network. It also plans to offer four times the number of trips outside of weekday rush-hour periods, including evenings and weekends, and twice the number

of trips during weekday rush-hour periods.

In addition to improving customer services, the company's goal is to shift people from their cars to the train. It hopes that drivers, residents

continued on page 33



J. LOUIS BRYSON/SHUTTERSTOCK.COM

"We needed to take our service and our customer satisfaction to higher levels."

Tous à bord

Comment les nouvelles stratégies de Metrolinx améliorent l'expérience client.



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Selon l'Enquête nationale auprès des ménages de 2011, environ 15,4 millions de Canadiens se rendent au travail chaque jour. Un quart d'entre eux – près de 4 millions – font le trajet en métro et environ 1,7 million en train léger, en tramway ou en train de banlieue.

Étant donné que les trains de banlieue du Canada ont transporté près de 80 millions de personnes en 2016 seulement, les chemins de fer des grandes régions métropolitaines prennent très au sérieux l'expérience client.

Metrolinx, la société d'État provinciale qui exploite GO Transit, entreprend une transformation massive du réseau

ferroviaire GO dans la région du grand Toronto (RGTH).

« En 2008, nous sortions d'une longue période de sous-capitalisation, et nous avons eu de nombreux retards dans notre système », explique Mary Proc, vice-présidente, service à la clientèle chez Metrolinx. « La satisfaction de nos clients était tombée à 59 pour cent. Nous devions, de toute évidence, relever la barre. »

Selon Metrolinx, la congestion routière coûte à elle seule à Toronto jusqu'à 11 milliards de dollars chaque année. Dans le cadre de sa transformation, Metrolinx augmente la fréquence des trajets dans la région. Cela signifie que les trains circulent toutes les 15 minutes ou mieux, toute la journée et dans les deux sens, dans les sections les plus fréquentées de son réseau. Elle prévoit également offrir deux fois plus de trajets pendant les heures de pointe et quatre fois plus en dehors.

L'entreprise veut convaincre les automobilistes d'adopter le train. Elle espère que les conducteurs, les résidents et les communautés bénéficieront d'une réduction de la congestion routière.

À l'heure de pointe, dans la région de Toronto, une automobile moyenne transporte environ 1,15 personne.

suite à la page 35

« **Nous devions, de toute évidence, relever la barre.** »

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continued from page 30

and communities will benefit from reduced road congestion.

During rush hour, the average Toronto-area car carries roughly 1.15 people. Metrolinx estimates that one 10-car GO Train carries about the same number of people as 1,400 cars, and that one 12-car train takes about 1,670 cars off the road.

Newer models of MP40 locomotives, which GO Transit uses to pull (or push) its trains, are part of the increased service that Metrolinx is offering. MP40 locomotives are not only more fuel-efficient, they are also more powerful, meaning that two additional passenger coaches can be added to each train. These trains can accommodate an extra 300 passengers per trip and, as a result, take more cars off the road.

In addition to adding the newest models of MP40 locomotives, which use the cleanest diesel technology available and meet the most recent environmental protection standards for emissions, Metrolinx has more than 200 projects worth more than \$16 billion underway. These projects involve updates to infrastructure, including track, but also cover electrification of the network.

During this massive transformation, Metrolinx remains transparent with its riders through regional and corridor stakeholder committees. The regional group includes a cross-section of community leaders from around the GTHA, while seven corridor committees, aligning with GO Transit's seven rail lines, also discuss the program and its benefits to communities that are near the network.

"In 2009, we introduced [our Customer Experience Advisory Committee] which meets quarterly, and which has given us advice on everything from our website to our safety plans," Proc says. "They



JHVEPHOTO/SHUTTERSTOCK.COM

have been an incredible source of advice."

Supporting this committee is GO Transit's charter, an innovative, online list of goals which includes a

year-to-date percentage of success that gets updated in real time. In its charter, GO Transit promises to do its best to be on time and prioritize safety, among other goals. ■

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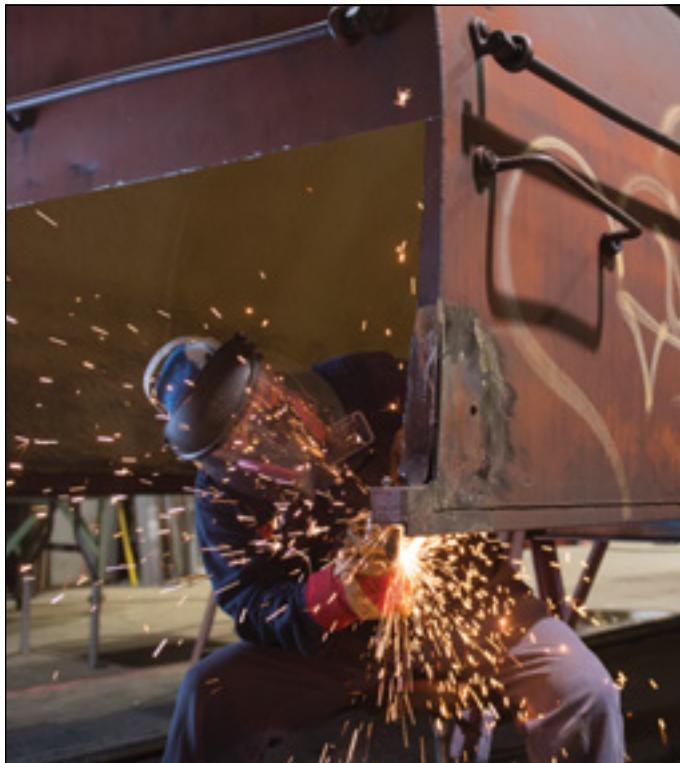
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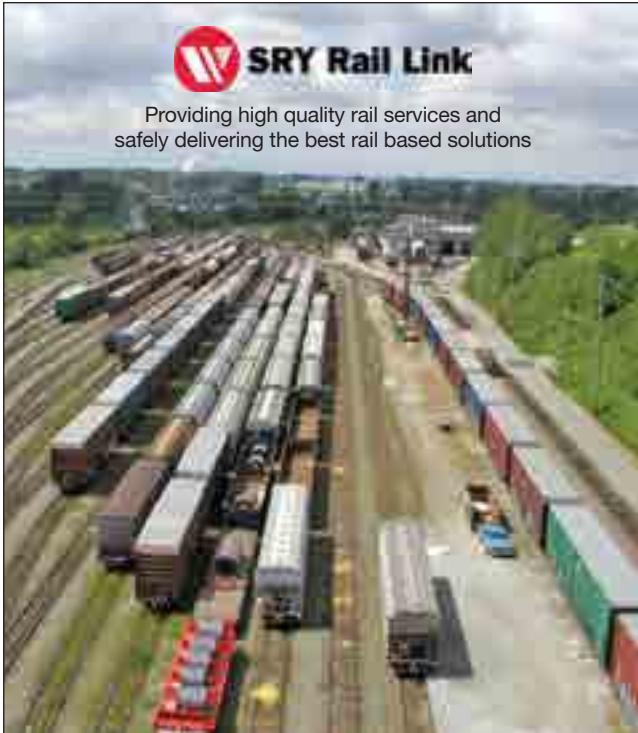


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suite de la page 31

Metrolinx estime qu'un train GO de 10 voitures transporte autant de personnes que 1 400 automobiles et qu'un train de 12 wagons supprime 1 670 autos de la route.

Les nouvelles locomotives MP40 font partie du service accru offert par Metrolinx. Elles sont non seulement plus économies en carburant, mais également plus puissantes, ce qui signifie que deux voitures supplémentaires peuvent être ajoutées à chaque train. On transporte ainsi 300 passagers de plus, ce qui permet de retirer encore plus d'automobiles de la route.

En plus d'ajouter les plus récents modèles de locomotives MP40, qui utilisent la technologie diesel la plus propre disponible et qui respectent les plus récentes normes de protection de l'environnement, Metrolinx compte plus de 200 projets d'une valeur de plus de 16 milliards de dollars. Ces projets impliquent des mises à jour de l'infrastructure, y compris la voie, mais couvrent également l'électrification du réseau.

Au cours de cette transformation massive, Metrolinx demeure transparente face aux usagers par le biais des comités d'intervenants régionaux et de corridors. Le groupe régional comprend un groupe représentatif de dirigeants communautaires de la région de la RGTH, tandis que sept comités de corridor correspondant aux sept lignes ferroviaires de GO Transit discutent également du programme et de ses avantages pour les collectivités avoisinantes.

« En 2009, nous avons formé (notre Comité consultatif sur l'expérience client) qui se réunit tous les trimestres et qui nous a donné des conseils sur tout, de notre site Web à nos plans de sécurité, explique Mme Proc. Ils ont été une source incroyable de conseils. »

Pour appuyer ce comité, GO Transit publie en ligne une charte



LESTER BALAJADIA/SHUTTERSTOCK.COM

où chaque objectif de service est assorti d'un pourcentage de réalisation en temps réel. GO Transit

promet de faire de son mieux pour être à l'heure et donner la priorité à la sécurité, entre autres objectifs. ■



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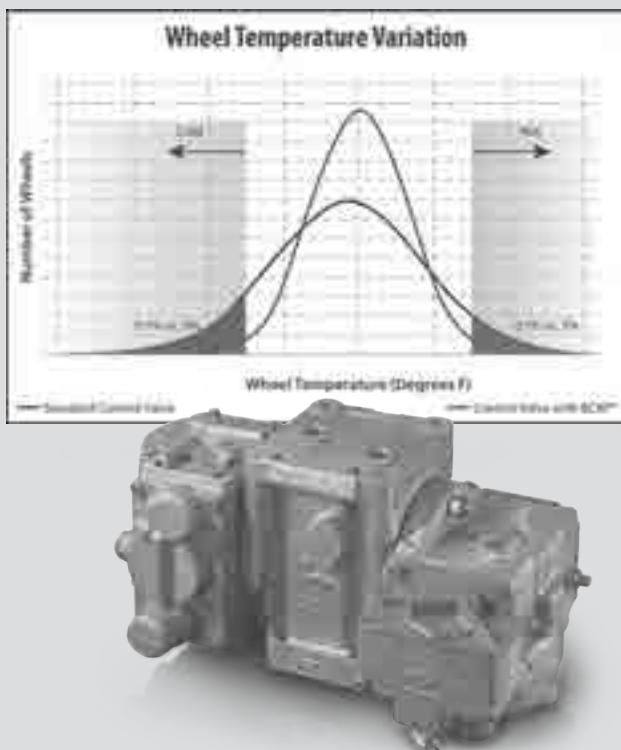


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How Cando Rail Services is optimizing its customers' operations by providing services that go beyond freight transportation.

By / Par Sarah MacFadyen

Cando Rail Services started almost 40 years ago as a two-person company in Manitoba specializing in dismantling railway lines, removing track and selling materials. The Canadian company has grown a lot since then and so has the list of services it provides. In fact, Cando maintains a niche position in the marketplace as one of the only companies providing a full range of optimized rail services to customers across North America.

"We've grown and developed into a comprehensive engineering and track services company," says Steve Bromley, Cando's Vice President for Industrial Rail for North America. "We're an industrial rail services company with a shortline component to it, a multi-product transload company, and a railcar storage company."

Today, Cando operates in five provinces (British Columbia, Alberta, Saskatchewan, Manitoba, and Ontario) and two U.S. states (Wisconsin and Kentucky). In addition, the company has expanded from four employees and a couple locomotives four years ago, to 50 employees, 55 locomotives and a fleet of Ford clamp trucks today.

"We have doubled the size of our company, from a revenue perspective, in the last four years," says Bromley. "We have been able to grow our business because we are able to fill a niche between the Class 1 railways and customers when it comes to first-mile, last-mile switching. Our capability to fill that niche has allowed

us to expand into providing terminal transload-type services."

Bromley credits the company's strong relationship with the Class 1 railways for contributing to their growth. This relationship enables them to operate on CP and CN's main lines in locations across Canada.

"We are the only industrial rail service company that can do that," says Bromley.

Cando provides its variety of services to customers ranging from petroleum producers like Imperial Oil to grain shippers like Sunray Co-op and forest companies like Resolute Forest Products.

This list is constantly growing, says Bromley. He believes companies turn to Cando because it offers them "one-stop shopping." For example, Cando has the expertise and capacity



PHOTO: CANDO

"Our clients call us when they are looking for solutions and we will figure it out."

Service complet

Cando Rail Services optimise les activités de sa clientèle en fournissant des services qui s'étendent au-delà du transport des marchandises.

À ses débuts il y a près de 40 ans, Cando Rail Services était une société manitobaine spécialisée dans le démantèlement de chemins de fer et la revente du matériel. Elle a beaucoup grandi depuis, et sa liste de services s'est allongée. Aujourd'hui, Cando s'est positionné dans un marché de niche comme l'une des seules compagnies offrant une gamme complète de services

ferroviaires optimisés pour la clientèle nord-américaine.

Son vice-président aux chemins de fer industriels (Amérique du Nord), Steve Bromley, explique : « Nous nous sommes développés pour devenir une société complète de génie et de services ferroviaires industriels, avec une composante chemin de fer secondaire, une société de transbordement pluriproducts et une société de remisage de wagons. »

La croissance de Cando s'est concentrée dans les dernières années. La société est présente dans cinq provinces (Colombie-Britannique, Alberta, Saskatchewan, Manitoba, Ontario) et deux états américains (Wisconsin, Kentucky). De deux employés à son ouverture et de quatre il y a encore quatre ans, elle est passée à 50 récemment. De deux locomotives, elle est passée à 55 et à un parc de chariots à pince Ford.

« Nous avons doublé les revenus au cours des quatre dernières années, confirme M. Bromley. Et nous devons notre croissance à notre capacité à combler une niche entre les chemins de fer de catégorie 1 et la clientèle des manœuvres au premier et au dernier kilomètre. C'est ce qui nous a permis de nous aventurer dans les services de transbordement au terminus. »

« Le client qui nous appelle est à la recherche d'une solution; nous la trouvons. »

M. Bromley impute une bonne part de cette croissance aux liens forts qu'entretient la société avec les chemins de fer de catégorie 1. Ces liens lui permettent d'utiliser les lignes principales du CP et du CN à divers endroits au Canada.

« Nous sommes la seule société de services ferroviaires industriels à pouvoir le faire », souligne M. Bromley.

Aujourd'hui, Cando offre une vaste gamme de services à tout le monde, des producteurs pétroliers comme Imperial Oil aux producteurs de céréales comme Suray Co-op, en passant par les producteurs forestiers comme Résolu. Cette liste de clients ne cesse de s'allonger. Selon M. Bromley, c'est la formule « guichet unique » de son entreprise qui attire ces grands. Par exemple, Cando possède l'expertise et la capacité nécessaires pour participer à la conception, la construction, l'exploitation et le financement de cours de triage, de terminus et d'installations de transbordement. Elle ne se voit pas simplement comme un fournisseur de services, ajoute M. Bromley, mais comme un prolongement des activités de ses clients.

« Nous tissons des liens très serrés avec eux, explique-t-il. C'est notre objectif. Nous disons nous intégrer aux activités de nos clients. Certains y voient une connotation négative, mais c'est tout le contraire. Nous sommes fiers de dire que nous nous intégrons à nos clients. Et cela nous aide à croître. »

« L'autre chose, poursuit-il, c'est que nous tenons nos promesses.





PHOTOS: CANDO



to help design, build, operate and finance entire rail yards, terminals and transload facilities. The company views itself not just as a service provider, says Bromley, but as an extension of its clients' operations.

"We become very close knit with them. That's our goal. We use the term 'embedding' ourselves in our clients' business. Sometimes people think that it's a negative word, but it's a positive word. We are proud to say that we embed ourselves with our clients. And that tends to allow us to grow our business further," he explains.

"The other part is that we do what we say we're going to do. Our clients call us when they are looking for solutions and we will figure it out. We will buy equipment, we will modify equipment, we will invent equipment to satisfy their needs."

Another secret to Cando's success is that the company is 95 per cent employee-owned. This factor shapes how they do business, says Bromley, and ensures that employees are willing to go the extra mile to provide the best services possible.

"When you think about that for a second, there's very few big or mid-sized companies where 95 per cent of the company is owned by employees," he says. "So, we get that extra level of buy-in and engagement related to ensuring the success of our customers. We are totally focused on the client or the customer and understand the importance of providing them with safe and reliable service." ■

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Le client qui nous appelle est à la recherche d'une solution; nous la trouvons. Nous achèterons les équipements, nous les modifierons, nous en inventerons si c'est ce qu'il faut pour répondre à ses besoins. »

Autre clé du succès de Cando : la société est détenue à 95

pour cent par ses employés. Cela influence la manière dont l'entreprise fait des affaires, selon M. Bromley, et les employés sont prêts à en donner plus pour fournir le meilleur service qui soit.

« Pensez-y un instant : il existe très peu de compagnies de grande taille ou de taille moyenne qui sont

détenues à 95 pour cent par leurs employés. Nos employés nous donnent ce petit plus au niveau du dévouement pour assurer la réussite de nos clients. Nous sommes entièrement axés sur la satisfaction du client. Nous comprenons l'importance d'un service sûr et fiable. » ■

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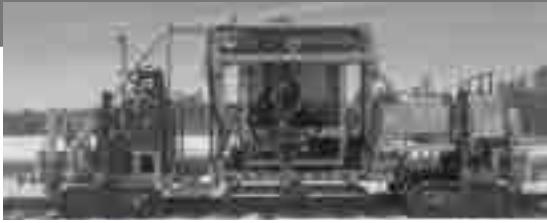
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Service innovation 101

What is it, what does it mean to Canada's railways and what does the future hold?

By/Par James Careless

What is service innovation?

"Service innovation" refers to businesses finding new and better ways of providing service to customers.

What does service mean to Canada's railways?

For Canada's railways, service innovation involves implementing new strategies to move goods and passengers safely and more efficiently.

Why is railway service innovation important?

When it comes to service, Canada's freight railways have to innovate because their customers have options, says Jonathan Wahba, CP's Vice President of Sales and Marketing of Grain and Intermodal. "[Railways] have to give them a product that meets their needs better than the alternatives, be they highways, waterways or other railways," says Wahba. "What's more, the product that worked fine for our shippers a decade ago may not win their business this year or next. The only way we will remain relevant is to offer new services that create value."

What are examples of service innovation among Canada's railways?

CN has implemented an operational model that emphasizes discipline and productivity, allowing it to become "the most efficient carrier in the industry," says company spokesperson Jonathan Abecassis. "We balance this efficiency with best-in-class customer service, centred on supply chain collaboration. This mindset sets us apart from our competitors, fosters innovation and secures our position for long-term growth."



"The product that worked fine for our shippers a decade ago may not win their business this year or next. The only way we will remain relevant is to offer new services that create value."

L'ABC de l'innovation dans les services

Sa nature, sa signification pour les chemins de fer canadiens et l'avenir qu'elle nous réserve.



« Un produit qui convenait aux expéditeurs il y a dix ans peut ne plus faire l'affaire cette année ou l'an prochain. Pour demeurer pertinent, il faut absolument offrir de nouveaux services qui créent de la valeur. »

Qu'est-ce que l'innovation dans les services ?

C'est, pour une entreprise, l'art d'améliorer ses méthodes de fourniture de services au client.

Comment se traduit-elle pour les chemins de fer canadiens ?

Par la mise en place de stratégies permettant d'accroître l'efficacité et la sécurité des déplacements de marchandises et de passagers.

Pourquoi est-elle importante ?

Parce qu'en matière de service, le client a l'embarras du choix, souligne Jonathan Wahba, vice-président à la vente et à la mise en marché des céréales et de l'intermodalité au CP : « Il faut lui fournir un produit qui répond mieux à ses besoins que les autres options : camionnage, voie navigable, autre chemin de fer. Qui plus est, un produit qui convenait aux expéditeurs il y a dix ans peut ne plus faire l'affaire cette année ou l'an prochain. Pour demeurer pertinent, il faut absolument offrir de nouveaux services qui créent de la valeur. »

Avez-vous des exemples d'innovation dans les services chez les chemins de fer canadiens ?

Le CN a mis en place un modèle axé sur la discipline et la productivité, ce qui lui permet d'être « le transporteur le plus efficace de l'industrie », selon son porte-parole Jonathan Abecassis : « Nous conjuguons cette efficacité avec un service

According to Abecassis, CN's operational approach has resulted in the company having the lowest operating ratio of any Class 1 railway for more than 15 years. "Building on our foundational strengths of operational and service excellence,

we aim to step up the pace of innovation to secure our position for the long run," he says.

To improve its service to customers, CN has invested \$500 million in technological advances such as automation, among other measures.

"We partnered with InnoTech Alberta to develop a new and innovative way to transport bitumen, the heavy crude produced from Alberta's oil sands," says Abecassis. "This patented technology turns bitumen into a semi-solid by mixing and coating it with polymer. The result is a small non-hazardous pellet that doesn't explode, leak or sink. Although still in the early stages of development, CanaPux has the potential to unlock new offshore markets for Canadian producers."

Finally, CN has made strategic investments in information technology, enabling the company to provide access to timely and accurate information about freight shipments. "These advances support CN's

ongoing efforts to drive innovation and efficiency in service, cost control, asset utilization, safety, and employee engagement," Abecassis says.

CP's service innovation strategy is founded upon the principle of "precision railroading." According to Wahba, the focus of this model is about doing more with less. Whether the economy is healthy or not, precision railroading pushes CP to operate at a low enough cost that it can offer competitive rates.

CP believes in integrating its service into its customers' supply chains, which requires that it offers predictable, reliable service. But this integration only works if the company maintains its efficiency.

One of CP's service innovations is its Trip Plans. To provide clients with more reliable and predictable service, CP charts out in advance a Trip Plan for each railcar that enters its system, Wahba says.

"Before we pick up a car, we have a plan for how it will connect from one train to the next to reach its

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hors pair axé sur la collaboration de la chaîne d'approvisionnement. Cette approche nous distingue de la concurrence, en plus d'encourager l'innovation et d'assurer notre croissance à long terme. »

Selon M. Abecassis, grâce à cette approche, le CN affiche le plus bas ratio d'exploitation des quinze dernières années pour un chemin de fer de catégorie 1. « Et nous comptons accélérer nos innovations en nous appuyant sur l'excellence de notre exploitation et de notre service », ajoute-t-il.

Afin d'améliorer son service à la clientèle, le CN a investi 500 millions de dollars dans l'automatisation, entre autres progrès technologiques.

« Nous avons fait équipe avec InnoTech Alberta pour concevoir un nouveau mode de transport du bitume, le produit lourd brut tiré des sables bitumineux, explique M. Abecassis. Cette technologie brevetée enduit d'un polymère pour en faire des pastilles semi-solides.

Ces pastilles n'explosent pas, ne fuient pas et ne coulent pas dans l'eau; elles sont inoffensives. Nous en sommes encore à la phase de développement, mais CanaPux pourrait ouvrir de nouveaux marchés étrangers aux producteurs canadiens. »

Enfin, le CN a investi dans l'informatique pour obtenir rapidement des données fiables sur les expéditions de fret. « Ces progrès nous permettent de mettre de l'avant l'innovation et l'efficacité dans le service, le contrôle des coûts, la valorisation des actifs, la sécurité et l'intérressement du personnel. »

Au CP, l'innovation dans les services se fonde sur un principe de précision. Selon M. Wahba, il s'agit d'en faire plus avec moins. Que l'économie se porte bien ou non, la précision pousse le CP à réduire ses coûts suffisamment pour pouvoir offrir des tarifs concurrentiels.

Le CP croit à l'intégration du service aux chaînes

d'approvisionnement de ses clients. Pour cela, il doit offrir un service fiable et prévisible, tout en demeurant efficace.

Autre innovation au CP : le plan d'acheminement, qui fournit au client un service plus fiable et prévisible. Le chemin de fer prépare un plan d'acheminement pour chaque wagon qui entre dans son système.

« Avant de ramasser un wagon, nous savons comment il passera d'un train à l'autre pour se rendre à destination, précise M. Wahba. Cela facilite la visibilité et la reddition de comptes sur chaque envoi. »

En 2017, le CP a aussi forgé une alliance avec un expéditeur intertransporteur pour livrer des conteneurs gerbés entre Vancouver et Detroit. Ce partenariat lui a permis d'accroître sa capacité intermodale dans ce corridor.

« C'est le service intermodal le plus rapide et le plus court sur la voie Vancouver-Detroit,

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destination. This gives both CP and our shippers visibility and accountability on each individual shipment."

In addition to introducing Trip Plans, CP in 2017 partnered with an interline shipper to deliver double-stacked containers between Vancouver and Detroit. This partnership has allowed the company to increase intermodal capacity in that corridor.

"It's the fastest, shortest intermodal service in the Vancouver-Detroit lane," Wahba says. "Prior to this partnership, clearance limitations in the Detroit-Windsor area prevented us from efficiently serving this gateway."

Unfortunately, delays at the Canada/U.S. border are becoming common problems for intermodal shippers. This is the case for CP at the border crossing at Portal, N.D.

To reduce the impact of these delays, CP has opened a new lift pad at Portal so that the railway can remove individual containers that are not subject to inspections from its railcars.

"This eliminates time-consuming delays to containers that don't need an inspection at customs," Wahba says. "This service, combined with the interline partnership, enticed [container shipping company] Hapag-Lloyd to begin using CP exclusively in the Vancouver-Detroit corridor." ■

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confirme M. Wahba. Avant cette alliance, les hauteurs libres dans la région de Detroit-Windsor nous empêchaient de desservir cette porte d'accès efficacement. »

Malheureusement, les retards à la frontière canado-américaine se généralisent pour tous les

expéditeurs intermodaux. C'est le cas du CP à la douane de Portal (ND).

Pour atténuer l'impact de ces retards, le CP a ajouté, à Portal, des installations qui lui permettent de décharger de ses wagons les conteneurs qui n'ont pas à être inspectés.

« Cela nous permet d'éliminer des retards inutiles, précise M. Wahba. Ce service, conjugué à notre partenariat intertransporteur, a convaincu [la société d'expédition de conteneurs] Hapag-Lloyd d'utiliser exclusivement le CP dans le corridor Vancouver-Detroit. » ■

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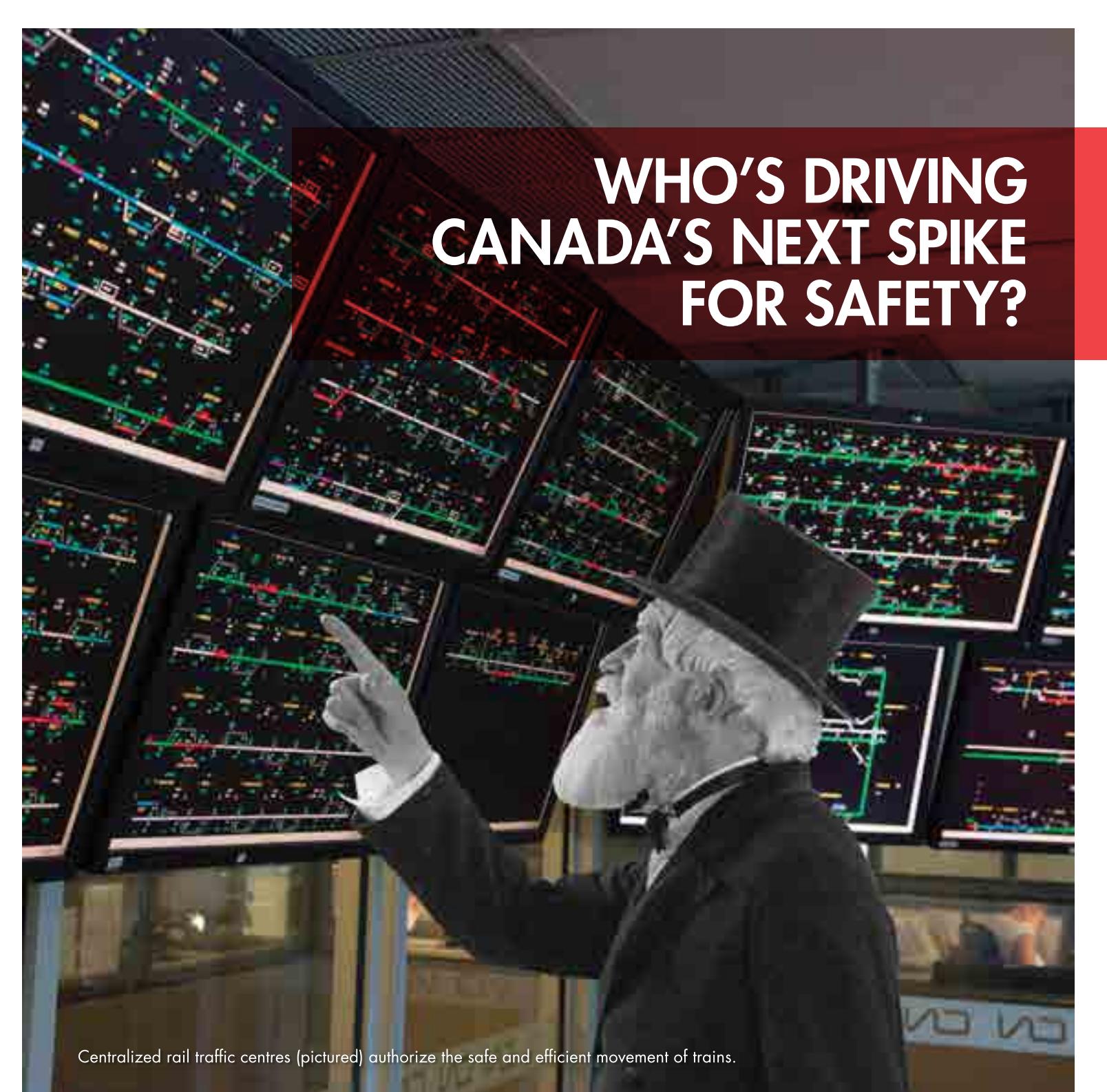
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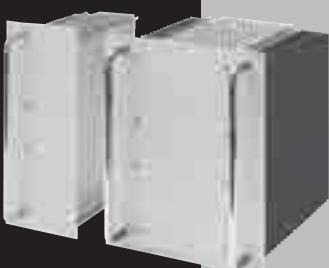
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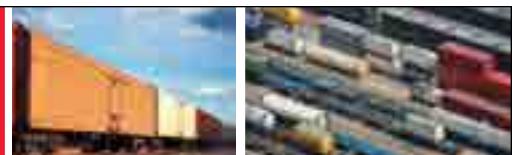
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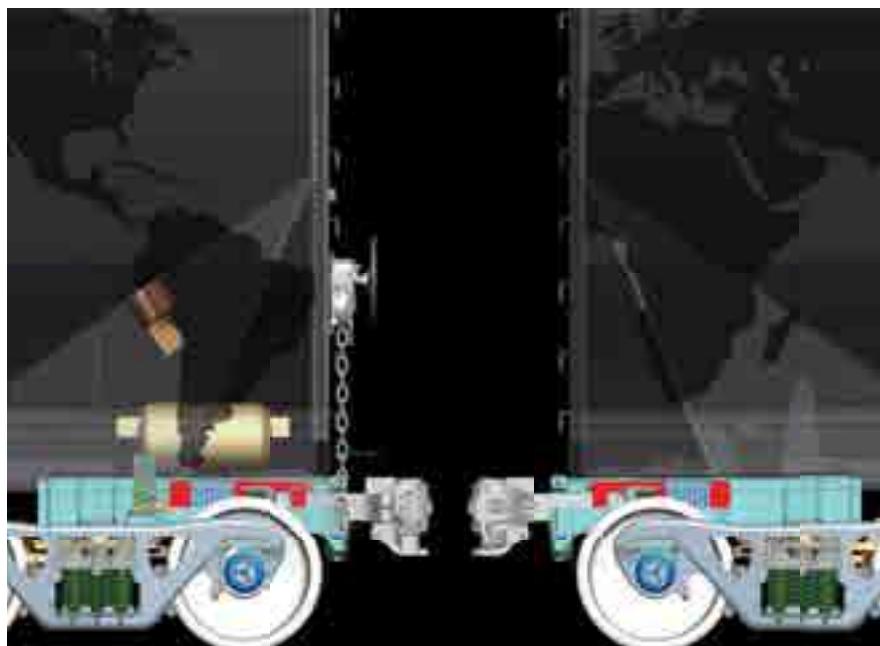
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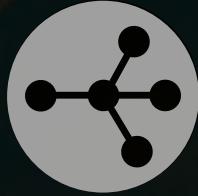


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