

Interchange

Spring / Printemps 2018



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of Canada

Association des chemins
de fer du Canada

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By/Par Gérald Gauthier,
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Rail safety: What Canada's railways are keeping an eye on in 2018

Sécurité ferroviaire : ce que les chemins de fer canadiens surveilleront en 2018

In January, RAC published the 2017 edition of *Rail Trends*, our association's annual report summarizing the performance of Canada's railway industry. Among the highlights of this report is the fact that 2016 was the safest year on record for Canada's railways. Among freight carriers, the accident rate – the number of accidents relative to the rail sector's workload – was the lowest on record, while passenger railways maintained a level of less than one accident per million travellers for the fifth consecutive year. In addition, the rate of accidents involving dangerous goods, and the number roadway-railway crossing accidents, were at all-time lows. Safety is a top priority for Canada's railways, and the industry's performance in this area speaks to this commitment.

In 2018, RAC will be heavily involved in several different rail safety-related files to ensure that Canada's railway industry can build on this performance. Continuing from 2017, a priority will be to monitor the status of the *Transportation Modernization Act*, which mandates the use of inward-facing locomotive voice and video recorders. Our association will be counted upon to work collaboratively with the government throughout the regulation-making process. On page 40, RAC's Director of Operations and Regulatory Affairs Tanis Peterson explains how this proven technology will enhance safety while respecting employee privacy.

In addition, the industry is anticipating the release of the *Railway Safety Act (RSA)* Review report. Throughout the RSA Review, RAC and its members have provided input on realistic ways to strengthen rail safety. Specifically, the industry has highlighted roadway-railway crossing safety, the dangers of

En janvier, l'ACFC a publié l'édition 2017 de *Tendances ferroviaires* résumant le rendement de l'industrie ferroviaire canadienne. Parmi les faits saillants, mentionnons que 2016 a été l'année la plus sûre pour les chemins de fer du Canada. Le nombre d'accidents par rapport à la charge de travail était le plus faible jamais enregistré, tandis que les chemins de fer de passagers ont maintenu un niveau de moins d'un accident par million de voyageurs pour la cinquième année consécutive. De plus, les taux d'accidents impliquant des marchandises dangereuses ou des passages à niveau étaient dans un creux historique. La sécurité est une priorité absolue pour les chemins de fer du Canada.

En 2018, l'ACFC se prononcera sur plusieurs dossiers liés à la sécurité ferroviaire. À partir de 2017, elle se fera une priorité de surveiller l'avancement du projet de *Loi sur la modernisation des transports*, qui prévoit l'utilisation d'enregistreurs vidéo et de la parole à l'intérieur des locomotives. À la page 41, la directrice des opérations et des affaires réglementaires de l'ACFC, Tanis Peterson, explique comment cette technologie éprouvée améliorera la sécurité tout en respectant la vie privée des employés.

De plus, l'industrie attend le rapport d'examen de la *Loi sur la sécurité ferroviaire (LSF)*. L'industrie a souligné, entre autres, la sécurité des passages à niveau, les dangers d'intrusion sur la propriété des

Safety is a top priority for Canada's railways, and the industry's performance in this area speaks to this commitment.

trespassing on railway property and the importance of proper approaches to railway-community proximity issues. In addition, the industry has outlined safety culture developments in the railway sector since the last RSA Review and the evolution of our association's Safety Culture Initiative, which RAC's Michael Gullo details on page 48.

The previous reviews of the RSA concluded that Canada's railway transportation system is safe. As the Minister of Transport reviews the report and its recommendations, the industry will continue to provide input on policies and regulations to enhance the safety of Canada's railway network even further.

Finally, RAC will be closely monitoring Bills C-45 and C-46, the government's legislation which will legalize marijuana and restrict impaired driving, respectively. Both pieces of legislation have the potential to impact the safety of rail operations. On page 54, RAC's government relations manager Krista



PHOTO MICHAEL MACHUM

Leben explains the industry's calls to ensure rules are in place to help avoid potential accidents that could have serious consequences for employees, the public and the environment.

Our association's work in these areas will support efforts that our

partner organizations and members are undertaking this year to improve safety, covered in this issue of *Interchange*. Operation Lifesaver, for example, is evolving its successful Look.Listen.Live virtual-reality campaign and launching an initiative to groom the next wave of rail safety ambassadors (page 22). In addition, read about what rail safety means to Metrolinx's new CEO (page 12) and learn how GO Transit is working directly with communities to ensure that everyone understands the toll that rail accidents take on railway employees and municipalities (page 32).

We always say that rail safety is a shared responsibility. We're looking forward to working with governments, members and stakeholders in 2018 and beyond to build on the safety record that our industry achieved in 2016. Through a combination of regulation, public education and outreach, and sound public policy, we can achieve our goal of zero accidents. ■

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La sécurité est une priorité absolue pour les chemins de fer du Canada.

chemins de fer et l'importance d'approches appropriées aux problèmes de voisinage entre les chemins de fer et les collectivités. De plus, l'industrie a décrit les développements de la culture de sécurité dans le secteur ferroviaire depuis le dernier examen de la Loi et l'évolution de la campagne de notre association sur la culture de la sécurité, que Michael Gullo décrit en détail à la page 49.

Les examens précédents de la LSF ont conclu que le système de transport ferroviaire du Canada était sécuritaire. Pendant que le ministre des Transports étudiera le rapport, l'industrie continuera de contribuer à l'élaboration de politiques et de règlements visant à accroître encore plus la sécurité. Enfin, l'ACFC surveillera de près les projets de loi C-45 et C-46, qui légaliseront la marijuana et séviront contre la conduite avec facultés affaiblies, respectivement. Ces deux mesures législatives pourraient avoir une incidence sur la sécurité ferroviaire. À la page 55, la directrice des relations gouvernementales de l'ACFC, Krista Leben, explique les appels de l'industrie pour s'assurer que des règles sont en place afin d'éviter des accidents fâcheux.

Le travail de notre association dans ces domaines appuiera les efforts que nos organismes partenaires et nos membres entreprennent cette année pour améliorer la sécurité, qui sont couverts par ce numéro d'*Interchange*. L'Opération Gareautrain, par exemple, est en train de faire évoluer sa campagne de réalité virtuelle « Regarder. Écouter. Vivre. » et de lancer une initiative pour former la prochaine vague d'ambassadeurs de la sécurité

ferroviaire (page 23). En outre, lisez ce que la sécurité ferroviaire signifie pour le nouveau PDG de Metrolinx (page 13) et apprenez comment GO Transit travaille directement avec les collectivités pour s'assurer que tout le monde comprend les répercussions des accidents ferroviaires sur les employés des chemins de fer et les municipalités (page 33).

Nous disons toujours que la sécurité ferroviaire est une

responsabilité partagée. Nous avons hâte de collaborer avec les gouvernements, les membres et les intervenants en 2018 et au-delà, afin de dépasser le sommet en sécurité atteint par notre industrie en 2016. Grâce à la réglementation, à l'éducation et à la sensibilisation du public et à de saines politiques publiques, nous pouvons nous rapprocher de notre objectif de zéro accident. ■



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SAFETY BRIEFING

For new Metrolinx CEO Phil Verster, nothing is more important than safety.

By/Par Sarah B. Hood

Last Aug. 24, the Board of Directors of Metrolinx announced that Phil Verster (54) would be replacing Bruce McCuaig as the organization's President and CEO. In his previous role as managing director of ScotRail Alliance, Verster oversaw the delivery of \$3 billion of new electrification of the Scottish railroad. He has also worked with Britain's East West Railway (a new rail line that will link Oxford and Cambridge), and held senior positions with Network Rail, Irish Rail and Southeastern Railway in the UK. Verster formally took over the Metrolinx appointment on October 1. Here, Interchange asks him about his views on safety and his plans in his new position.

Interchange: When your appointment was announced, you were quoted as saying that you believe Ontario is “the place to be” for someone working in the area of transit and rail transport. Why?

Verster: Transit is going through a period of transformation in Ontario, and especially in Toronto. It's also going through a period of transformation in other big cities such as Ottawa, Montreal and Vancouver. The commitment of elected officials to transit has never appeared higher than it is now.

And transit is not just about moving people from point A to point B; it's about community-building and city-building. It's inherent to the economic future of so many communities. When I see our own ridership, it is humbling to see how big an impact it makes to people's lives, and I think therefore it is a fantastic endeavour that we're on.

When government commits billions of dollars for us to build better transit

and to extend it, there can be no better place to be than here. If you look at the potential of transit to transform Toronto, the potential is just huge.

Interchange: What is your approach to building a culture of safety?

Verster: Safety is something we all understand and appreciate; however, safety sometimes becomes something we “have to

do.” In everything that I have seen and done in my career, when organizations that work in the transit field and the construction field take safety from the “have to do” level to a totally new level of making it a passion and obsession of the company, you see that those companies and those organizations are more effective and more productive on a day-to-day basis. They have employees that are more



Transit is not just about moving people from point A to point B; it's about community-building and city-building.

BREFFAGE DE SÉCURITÉ

Pour le nouveau PDG de Metrolinx, Phil Verster, rien n'est plus important que la sécurité.

Le 24 août dernier, le conseil d'administration de Metrolinx a annoncé que Phil Verster (54 ans) remplacerait Bruce McCuaig à titre de PDG de l'organisation. En tant que directeur général de ScotRail Alliance, M. Verster a supervisé la réélectrification du chemin de fer écossais au coût de trois milliards de dollars. Il a également travaillé avec l'East West Railway britannique (une nouvelle ligne reliant Oxford et

Cambridge), et a occupé des postes de direction chez Network Rail, Irish Rail et Southeastern Railway au Royaume-Uni. M. Verster est entré en fonction à Metrolinx le 1^{er} octobre. *Interchange* l'a interrogé à propos de ses projets et de ses vues sur la sécurité.

Interchange : Lorsque votre nomination a été annoncée, on vous a cité disant que l'Ontario était « l'endroit où ça bouge » pour quelqu'un qui travaille dans le domaine du transport en commun et du transport ferroviaire. Pourquoi?

Verster : Le transport en commun traverse une période de transformation en Ontario et surtout à Toronto. C'est également le cas d'autres grandes villes comme Ottawa, Montréal et Vancouver. Les élus n'ont jamais autant privilégié le transport en commun.

Le transport en commun ne consiste pas seulement à déplacer des personnes du point A au point B; il s'agit de bâtir une communauté et de bâtir une ville. C'est un facteur économique essentiel pour l'avenir de tant de communautés. Je suis impressionné de voir à quel point cela a un impact sur la vie des gens, et ça me fait dire que nous sommes dans un domaine formidable.

Quand le gouvernement engage des milliards de dollars pour construire de meilleurs transports en commun et pour les étendre, il n'y a pas de meilleur endroit qu'ici pour travailler dans

le domaine. Si vous regardez le potentiel de transformation de la ville de Toronto par le transport en commun, c'est tout simplement un potentiel énorme.

Interchange : Quelle est votre approche pour bâtir une culture de la sécurité?

Verster : La sécurité devient parfois une « obligation ». Dans tout ce que j'ai vu et fait au cours de ma carrière, quand les organisations qui travaillent dans le domaine du transport et de la construction prennent la sécurité du niveau « obligation » à un niveau totalement nouveau de passion et obsession de l'entreprise, vous voyez que ces organisations sont plus efficaces et plus productives de jour en jour. Elles ont des employés qui sont plus engagés au quotidien et qui ont généralement plus de succès.

Quand votre organisation est obsédée par la sécurité, vous vous assurez que vous écoutez vraiment vos gens. Les employés de première ligne connaissent l'importance de la sécurité. En les écoutant avec intensité, vous stimulez un engagement accru. Et lorsque les gens sont plus engagés, vous créez un environnement où ils se sentent à l'aise de signaler des problèmes.

L'accent sur la sécurité peut parfois réduire le temps perdu en raison d'incidents, mais cela ne représente qu'une petite partie

Le transport en commun ne consiste pas seulement à déplacer des personnes du point A au point B; il s'agit de bâtir une communauté et de bâtir une ville.

Organizations that put safety first are more successful, more effective and more efficient, and are better equipped to deal with customers and their own people than organizations that focus on other drivers such as production and bottom line.

engaged on a day-to-day basis, and are just generally more successful.

When an organization is obsessed with safety, you make sure that you really listen to your people. The frontlines know firsthand about safety and how important it is. By listening to them with intensity, you stimulate improved engagement. And when people are more engaged, you create an environment where they feel comfortable reporting safety concerns.

The safety focus can sometimes be on the cost of lost time due to incidents, because you have staff off work, but that's a small fraction of the benefit you get from focusing on safety. The biggest financial benefit from being obsessed with safety is that you are reflecting your safety commitment to your people, and you

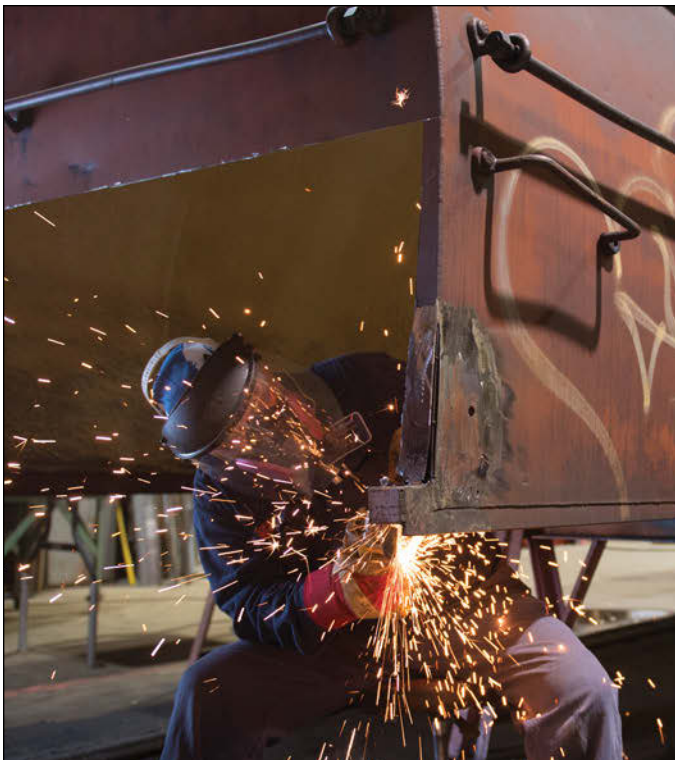
can only be successful at running a safe organization if you really listen to and engage your employees.

Organizations that put safety first are more successful, more effective and more efficient, and are better equipped to deal with customers and their own people than organizations that focus on other drivers such as production and bottom line. If you want to have a good bottom line as an organization, you should start with passion around safety.

Interchange: Does your emphasis on “listening with intensity” apply to customers as well?

Verster: While customer-centricity just sounds like an obvious thing to do, it requires a philosophy and an organizational commitment

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des avantages que cela procure. Le plus grand avantage financier d'être obsédé par la sécurité est que vous reflétez votre engagement en matière de sécurité envers votre personnel, et que vous ne pouvez réussir à gérer une organisation sûre que si vous écoutez vraiment et engagez vos employés.

Les organisations qui accordent la priorité à la sécurité sont plus efficaces et mieux outillées pour traiter avec les clients et leur propre personnel que les organisations qui se concentrent sur d'autres facteurs tels que la production et les résultats. Si vous voulez avoir une bonne rentabilité en tant qu'organisation, vous devriez commencer par la passion de la sécurité.

Interchange : Est-ce que votre accent sur « l'écoute intense » s'applique également aux clients?

Verster : Même si le souci du client semble évident, il faut une philosophie et un engagement

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to customers that helps your organization and your people make the right decisions on a day-to-day basis. We have to be able to really listen to customers, whether those are our line-side customers – people that live adjacent to our rail lines and our bus lines that want to know and talk about the way we affect their day-to-day living – through to our daily customers that we move.

We move around 250,000 people a day, and what is so important about this is to understand what they expect from us and to understand what we have to do to meet those expectations and to excel at meeting those expectations.

Interchange: Can you give an example of this?

Verster: We currently run a 95 to 96 per cent punctual railway service, but we want to do better. And if we want to do better, we need to know how it changes peoples' lives when there

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Les organisations qui accordent la priorité à la sécurité sont plus efficaces et mieux outillées pour traiter avec les clients et leur propre personnel que les organisations qui se concentrent sur d'autres facteurs tels que la production et les résultats.

organisationnel envers les clients qui aident votre organisation et vos employés à prendre les bonnes décisions au jour le jour. Nous devons être en mesure d'écouter vraiment les clients et les citoyens qui habitent près des voies ferrées ou des trajets d'autobus.

Nous déplaçons environ 250 000 personnes par jour, et nous devons comprendre ce qu'ils attendent de nous et ce que nous devons faire en réponse.

Interchange : Pouvez-vous donner un exemple?

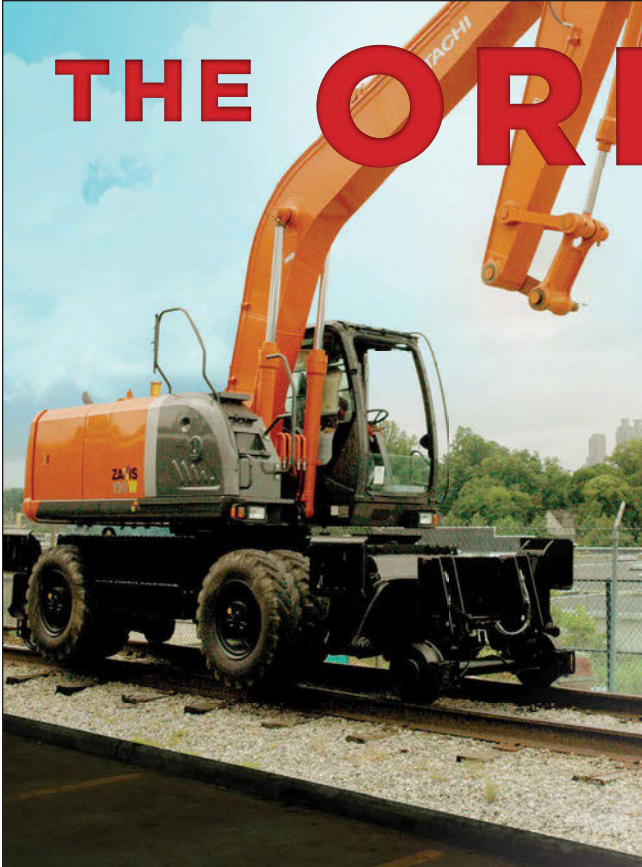
Verster : Nous offrons actuellement un service ferroviaire ponctuel de à 95 ou 96 % mais nous voulons faire mieux. Et si nous voulons faire mieux, nous

devons savoir comment cela change la vie des gens quand il y a des incidents qui causent des retards sur nos chemins de fer. Nous devons penser de façon imaginative comment faire mieux pour maintenir la ponctualité.

Par exemple, nous avons une situation tragique, comme de nombreux pays, en matière de santé mentale et de suicide. Si vous regardez l'incidence des suicides au Canada, elle est plutôt élevée : 16 pour cent des décès d'adultes de 16 à 44 ans sont dus au suicide. C'est la deuxième cause de décès en importance. C'est tragique. C'est une préoccupation très réelle pour nous.

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suite à la page 18



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continued from page 16

are these incidents that cause delays on our railroads, and we have to think imaginatively how to do better to maintain punctuality.

For example, we have a tragic situation, as many countries have, with mental health and suicide, and these can affect our buses and trains in many ways. If you look at the incidence of suicides in Canada, it's actually quite high: 16 per cent of adults between 16 and 44, the deaths are due to suicide, which makes it the second-leading cause for people in this age group. Each such incidence is tragic. That's a very real concern to us, so we need to work very actively with the community to avoid that.

We have partnered with ConnexOntario to install more than 800 signs on stations and at points where people with mental illness or emotional distress issues can have at least an opportunity to access the services they provide. That's a classic example of where a focus on safety and community and customers actually coincide. ■

suite de la page 17

800 panneaux dans les gares et aux endroits où les personnes atteintes de maladies mentales ou de détresse émotionnelle peuvent avoir au moins l'occasion d'accéder aux services d'aide. C'est un exemple classique où l'accent mis sur la sécurité et la communauté et les clients coïncident réellement. ■



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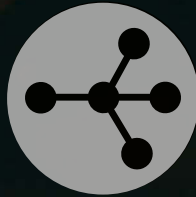


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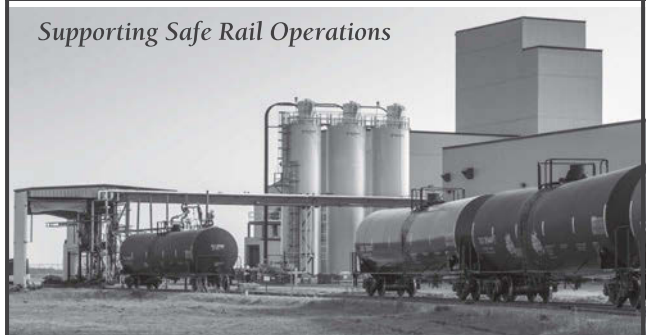
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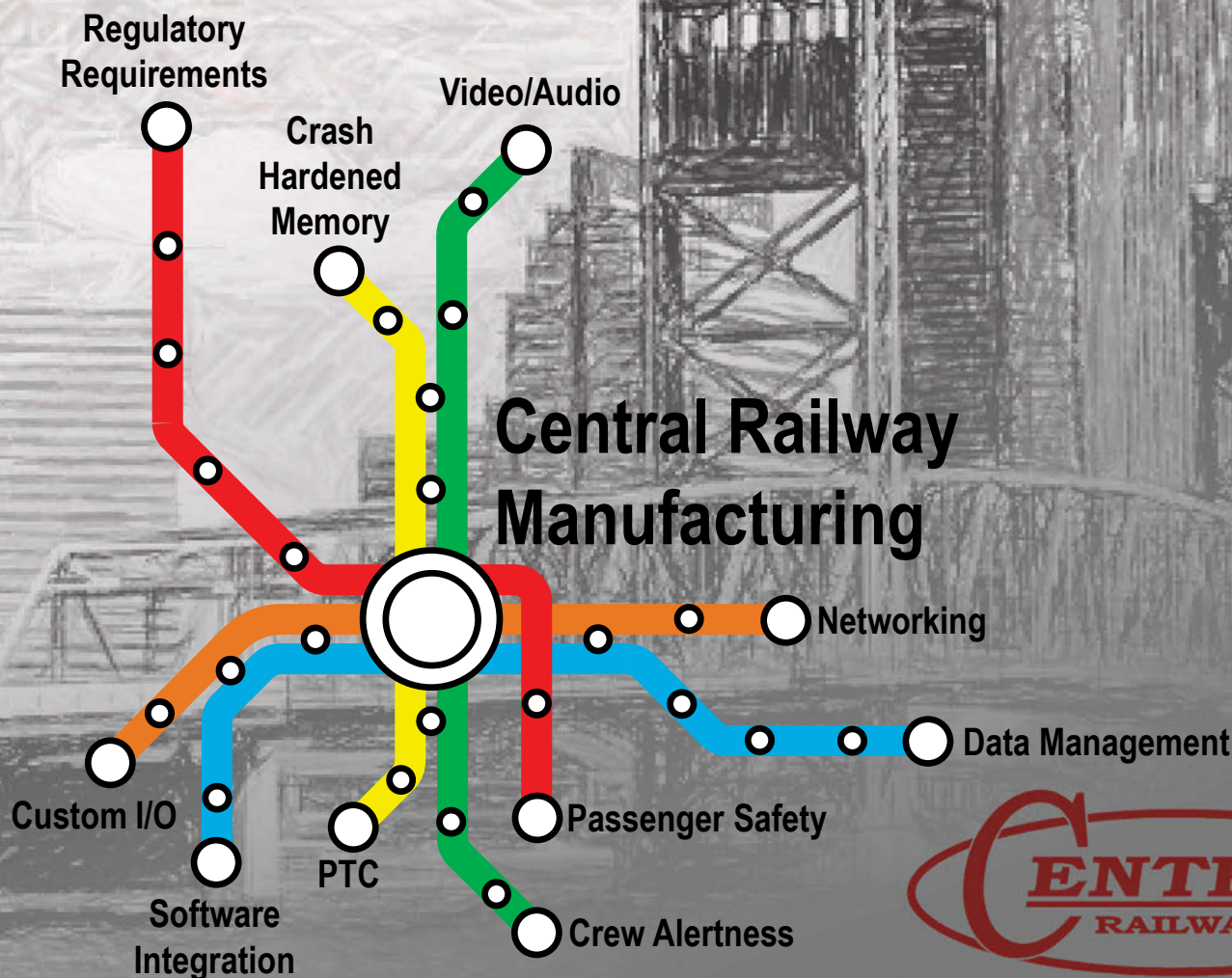


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SEEING IS BELIEVING

Evolving its virtual-reality campaign and grooming the next wave of rail safety champions are just some of the initiatives on tap for Operation Lifesaver in 2018.

By/Par Lisa Gordon

When you slip the headset on, you're immediately immersed in the scene: You and your friends are riding through a quiet residential neighbourhood on your all-terrain vehicles (ATVs). You approach a railway crossing. No lights are flashing and the gates are up; there's no sign of a train.

You cross the tracks and then decide to ride your ATV alongside the rails. It's a "trail" – albeit an illegal one – that you've taken many times. And even if a train comes, there's room, right?

Suddenly, your friends up ahead stop their ATVs and start waving their arms frantically in your direction. You look to the right but, before you can react, a train bears down, seemingly from out of nowhere. You didn't even hear it coming.

Your heart pounds as you remove the virtual-reality (VR) headset, escaping the scene of your own death.

Now, will you consider using railway lines as trails in the future? Operation Lifesaver is betting the answer to that question is no.

In 2017, there were 222 railway crossing and trespassing incidents in Canada. They resulted in 72 fatalities and 44 serious injuries. Virtually all of them were preventable.

Many of these incidents are the result of people trying to "game" a train – betting they could get across the tracks before the train reached the intersection, believing it safe to drive around a barrier when there was no train in sight, or trespassing on railway property to take a shortcut or to ride their off-road vehicle. The problem is that trains travel fast and, at speeds of 100 kilometres per hour, they need

about two kilometres to come to a complete stop. If you tangle with a train, you're not going to win.

Targeted Messaging

Operation Lifesaver is a public-private partnership that has been



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In 2017, there were 222 railway crossing and trespassing incidents in Canada. They resulted in 72 fatalities and 44 serious injuries.

VOIR, C'EST CROIRE

Poursuivre sa campagne de réalité virtuelle et former la prochaine vague de champions de la sécurité ferroviaire ne sont que quelques-unes des initiatives d'Opération Gareautrain en 2018.

Sitôt le casque de réalité virtuelle enfilé, vous êtes plongé dans la scène : vous et vos amis traversez un



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Les incidents aux passages à niveau et intrusions ayant eu lieu au Canada en 2017 étaient au nombre de 222. Le bilan : 72 morts et 44 blessés graves.

quartier résidentiel tranquille sur vos véhicules tout-terrain (VTT). Vous vous approchez d'un passage à niveau. Il n'y a pas de feux clignotants et les barrières sont levées. Aucun signe de train.

Vous traversez les voies ferrées et décidez ensuite de conduire votre VTT le long des rails. C'est une « piste » – bien qu'elle soit illégale – que vous avez empruntée à de nombreuses reprises. Et même si un train arrive, il y a de la place, non? Tout à coup, vos amis arrêtent leurs VTT et commencent à agiter leurs bras frénétiquement dans votre direction. Vous regardez à droite – mais avant que vous puissiez réagir, un train surgit de nulle part. Vous ne l'avez même pas entendu venir.

Votre cœur bat la chamade pendant que vous retirez le casque de réalité virtuelle (RV), échappant à la scène de votre propre mort.

Maintenant, envisagez-vous d'utiliser les voies ferrées comme pistes à l'avenir? Opération Gareautrain parie que la réponse à cette question est non.

Les incidents aux passages à niveau et intrusions ayant eu lieu au Canada en 2017 étaient au nombre de 222. Le bilan : 72 morts et 44 blessés graves. Ils étaient presque tous évitables.

Bon nombre de ces incidents sont le fait de personnes qui essaient de « narguer » un train – pariant qu'elles pourront traverser la voie avant que le train n'atteigne l'intersection. Le problème, c'est qu'à des vitesses de 100 kilomètres à l'heure, les trains ont besoin d'environ deux kilomètres

pour s'arrêter complètement. Vous ne gagnerez pas au jeu.

Messages ciblés

Opération Gareautrain est un partenariat public-privé qui sensibilise les Canadiens, depuis plus de 35 ans, aux dangers associés aux voies ferrées et aux trains. Elle est financée par Transports Canada, l'ACFC et ses membres.

Dans ses recherches, Opération Gareautrain a découvert que les personnes les plus susceptibles de narguer les trains ou de s'introduire dans leur emprise étaient celles de 18 à 35 ans. Pour sensibiliser ce groupe, l'organisation a choisi de parler son langage.

« C'est ce qui sous-tend toute la campagne de RV lancée en avril dernier, affirme Sarah Mayes, directrice nationale d'Opération Gareautrain. Comment pouvons-nous utiliser la technologie de manière à leur inculquer une saine frayeur? »

Opération Gareautrain a ainsi créé quatre vidéos de réalité virtuelle dans le cadre de sa campagne « Regarder. Écouter. Vivre. » Les vidéos sont disponibles sur le site www.operationgareautrain.ca.

La première montre une personne qui traverse illégalement la voie ferrée, tandis que la deuxième en montre une autre qui tente de contourner une barrière abaissée. Elles n'y survivront pas.

« Les trains générés par ordinateur sont très réalistes », déclare Mme Mayes, ajoutant que les vidéos ont été créées en partenariat



to deliver targeted messaging to that group, they needed to speak their language.

"That was the thinking behind the whole VR campaign launched last April," says Sarah Mayes, Operation Lifesaver's National Director. "How do we use technology? How do we get people engaged on their smartphones? These folks are much more technologically savvy, so how can we use technology in a way that will scare them safe?"

Over the past year, Operation Lifesaver has filmed four virtual-reality videos for its Look.Listen.Live. public awareness campaign. The videos are

available on the organization's new website, www.operationlifesaver.ca, and each serves as a powerful illustration of the dangers inherent in railway operations.

The first video features a person taking an illegal shortcut across the tracks, while the second shows

educating Canadians about the dangers associated with railway tracks and trains for more than 35 years. Funded by Transport Canada and the Railway Association of Canada, along with its members, the organization is guided by a board of directors made up of railway

industry representatives and other stakeholders.

Recently, Operation Lifesaver conducted research that revealed that those most likely to game a train, or to trespass on railway property, fall within the 18- to 35-year-old age group. The organization decided that, in order

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avec Metrolinx et la firme torontoise Round Content.

Deux nouvelles vidéos ont été créées pour 2018 avec l'aide de Spruce Creative, une agence de publicité d'Ottawa. La première, qui vise les motoneigistes, a été diffusée en février.

« Celle-ci rappelle aux motoneigistes de retirer leur casque et de regarder dans les deux directions avant de traverser un passage à niveau. »

La deuxième vidéo, qui paraîtra au printemps, vise à sensibiliser les usagers de VTT.

Opération Gareautrain utilise les médias sociaux pour présenter les vidéos à son marché cible de 18 à 35 ans.

Mme Mayes dit que la réaction a été très positive jusqu'à maintenant. Selon YouTube, les vidéos (y compris les versions RV et 2D) avaient été visionnées 42 680 fois à la mi-janvier 2017. De plus, elles ont été présentées à diverses



activités de sensibilisation dans les écoles, les foires commerciales, les salles de loisirs et les festivals communautaires.

« En comptant le nombre de fois où ces vidéos ont été présentées par nos ambassadeurs de la sécurité ferroviaire dans le cadre d'activités de sensibilisation, nous estimons qu'elles ont atteint quelque

50 000 Canadiens », déclare Mme Mayes.

Réussite mesurable

L'an dernier, Mme Mayes a assisté à un événement à La Nouvelle-Orléans, où elle a présenté les vidéos de RV à ses partenaires américains. Certains coordonnateurs d'État ont été tellement impressionnés par les productions

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someone attempting to drive around a lowered gate at a rail crossing. They don't make it.

"The trains are computer generated, of course, but they are very realistic," says Mayes, adding that the videos were created in partnership with Metrolinx and produced by Toronto-based Round Content.

Two new videos have been created for 2018 with the help of Ottawa-based ad agency Spruce Creative. The first, targeted at snowmobilers, was released in February.

"This one reminds snowmobilers that helmets can muffle the sounds of an oncoming train, so it's important that when they do approach a crossing, they take off their helmet, look in both directions and listen. Of

course, they should only cross at a designated crossing."

The second video, described at the beginning of this article, aims to educate ATV riders about the dangers of travelling alongside railway tracks – where trains can overhang the rails by as much as

one metre. That video will be released this spring.

Operation Lifesaver has been using social media to put the videos in front of its target 18- to 35-year-old market.

Mayes says there's been a very positive response so far. According to YouTube, the videos (including



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qu'ils ont demandé d'utiliser les vidéos eux-mêmes.

En outre, l'Asociación Mexicana de Ferrocarriles (Association mexicaine des chemins de fer) a demandé la permission d'insérer des sous-titres espagnols.

Le principal objectif de la campagne vidéo d'Opération Gareautrain est d'améliorer la sécurité ferroviaire publique. Pour mesurer l'atteinte de cet objectif, Mme Mayes explique que l'organisation travaille à faire remplir après la vidéo un questionnaire sur la sécurité ferroviaire. Espérons, dit-elle, que les données montreront un changement d'attitude.

Cette vidéo s'ajoute au programme de sécurité communautaire « Regarder. Écouter. Vivre. », lancé à la fin de janvier 2017 en partenariat avec HUB Surface Systems, qui prévoit l'installation d'autocollants spéciaux aux passages à niveau les plus dangereux. Mme Mayes explique que les municipalités

recevront un autocollant gratuit, si elles s'engagent à en acheter et à en poser au moins un de plus. Vancouver est la première municipalité à s'inscrire à ce programme.

Ambassadeurs de la sécurité ferroviaire

La campagne de vidéo en RV n'est qu'une des activités qui garderont Mme Mayes et son personnel occupés en 2018. Cette année, Opération Gareautrain adoptera une approche plus personnelle. Intitulée Programme des ambassadeurs de la sécurité ferroviaire, cette nouvelle initiative comporte deux volets.

« Tout d'abord, nous avons conféré à tous nos bénévoles le titre d'ambassadeurs de la sécurité ferroviaire, explique Mme Mayes. Nous ferons campagne en 2018 pour recruter de nouvelles personnes, y compris des mordus du rail et des retraités de l'industrie ferroviaire – en fait, quiconque peut nous aider à diffuser le message. »

Ensuite, Opération Gareautrain cherchera à améliorer son contenu organique en ligne, y compris des billets de blogue et des tweets, grâce à un réseau de citoyens sympathiques à la cause.

« Notre intention est de rejoindre les gens qui sont préoccupés par la sécurité ferroviaire et qui interagissent déjà avec notre matériel, explique Mme Mayes. Nous leur demanderons de le partager [les billets d'Opération Gareautrain] avec leurs réseaux et d'étendre la portée de notre campagne en tant qu'ambassadeurs de la sécurité ferroviaire dans les médias sociaux. »

Parmi les autres priorités pour 2018, mentionnons l'établissement de nouveaux partenariats avec des associations dont les membres seraient susceptibles de profiter d'une formation sur la sécurité ferroviaire. Un coordonnateur de la sensibilisation des Autochtones sera embauché pour aider à communiquer le message sur

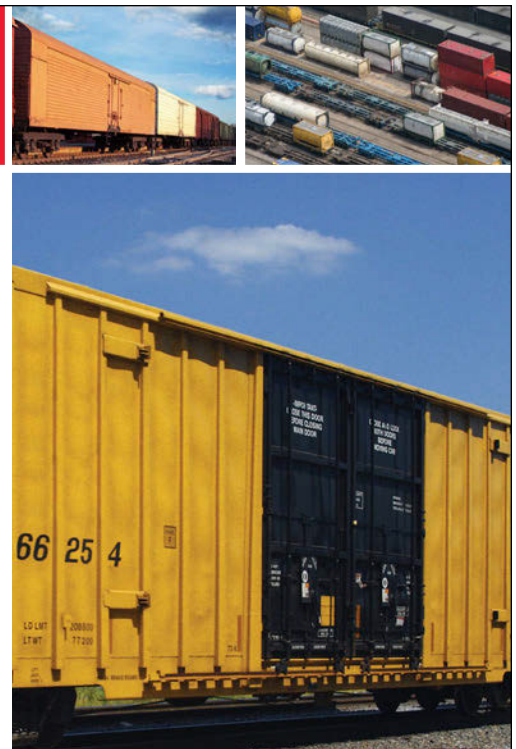
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the VR and 2D versions) had been viewed 42,680 times as of mid-January 2018. In addition, they have been shown at various outreach events held at schools, trade shows, recreation halls and community festivals.

“When we factor in the number of times these videos have been played by our Rail Safety Ambassadors at outreach events, we expect they’ve been shared with approximately 50,000 Canadians,” says Mayes.

Measurable Success

Last year, Mayes attended an event in New Orleans, La., where she presented the VR videos to her U.S. partners. Some state coordinators were so impressed by the productions that they asked to use the videos themselves.

As well, the Asociación Mexicana de Ferrocarriles (Mexican Association of Railroads) requested permission to insert Spanish subtitles so the videos could be shown in that country.

The main goal of Operation Lifesaver’s VR video campaign is to enhance public-rail safety. To measure how well it meets that goal, Mayes says the organization is working to build a survey into the platform to capture people’s post-video attitudes about rail safety. Hopefully, she says,

Over the past year, Operation Lifesaver has created four virtual reality videos through its Look. Listen. Live. public awareness campaign.

the data will show a measurable shift in thinking.

A related effort is the Look.Listen.Live. Community Safety Partnership Program, launched this spring in partnership with HUB Surface Systems, which will see the installation of special decals at high risk rail crossings. Mayes explains that municipalities will get one decal for free, if they commit to buying and installing at least one more. Vancouver is the first municipality to sign up.

Rail Safety Ambassador Program

The VR video campaign is just one thing that will be keeping Mayes and her staff busy in 2018.

This year, Operation Lifesaver will be taking a more personal approach to extending its reach. Dubbed the Rail Safety Ambassador Program, this new initiative has two parts and was launched to generate more public engagement in rail safety.

“First, we’ve rebranded all our existing volunteers as Rail Safety Ambassadors. We’ll be doing a push in

2018 to recruit new folks, including rail fans and rail industry retirees – really anyone who can help us spread the message,” explains Mayes.

Next, Operation Lifesaver will be looking to boost its original online organic content, including blog posts and tweets, through a carefully developed network of like-minded citizens.

“Our intention is to reach out to people who are concerned about rail safety and who are already interacting with our material,” explains Mayes. “We will ask them to share it [Operation Lifesaver posts] with their networks, and to expand the reach of our campaign as social media Rail Safety Ambassadors.”

Other priorities for 2018 include forging new partnerships with associations whose memberships would benefit from rail safety education. An indigenous outreach coordinator will be hired to help communicate the rail safety message to indigenous communities.

Operation Lifesaver also plans to redesign “Train to Drive,” its online educational training website for new and professional drivers. The materials supplement existing driver training curriculums across Canada.

It’s going to be a busy year, with one of the highlights being Rail Safety Week from September 23 to 29, 2018. Previously held in April, Mayes says it was rescheduled this year to coincide with the U.S. rail industry’s inaugural safety week. With so many companies operating on both sides of the border, it made sense to coordinate efforts.

While plans are still coming together, Mayes says Operation Lifesaver will highlight the many faces of a rail tragedy: not just victims and their families, but also the locomotive engineer and emergency responders.

“The idea would be to pull together all of those perspectives in a single platform,” she says. “We think those personal stories really resonate with people.”

Perhaps that’s why Operation Lifesaver’s VR videos are so impactful. After all, there’s nothing more personal than seeing your life end right before your eyes. ■



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Au cours de la dernière année, dans le cadre de sa campagne « Regarder. Écouter. Vivre. », Opération Gareautrain a produit quatre vidéos de réalité virtuelle.

la sécurité ferroviaire aux collectivités des Premières nations.

Opération Gareautrain prévoit également de remanier le site Web de formation en ligne pour les conducteurs novices et professionnels. Le matériel complète les programmes de formation des conducteurs existants partout au Canada.

L'année sera très chargée, et l'un des points saillants sera la Semaine de la sécurité ferroviaire du 23 au 29 septembre 2018. Mme Mayes affirme que cet événement, autrefois tenu en avril, a été reporté pour coïncider avec la première semaine de la sécurité ferroviaire des États-Unis. Étant donné le grand nombre d'entreprises qui mènent des activités de part et d'autre de la frontière, il était logique de coordonner les efforts.

Bien que les plans soient toujours en cours d'élaboration, Mme Mayes affirme qu'Opération Gareautrain mettra en évidence les nombreux visages d'une tragédie ferroviaire, non seulement les victimes et leurs familles, mais aussi les mécaniciens de locomotive et les intervenants d'urgence.

« L'idée serait de rassembler tous ces points de vue dans une seule plateforme, dit-elle. Nous pensons que ces histoires personnelles résonnent vraiment chez les gens. »

C'est peut-être la raison pour laquelle les vidéos de réalité virtuelle de l'Opération Gareautrain ont autant d'impact. Après tout, il n'y a rien de plus personnel que de se voir frôler la mort dans une vidéo de réalité virtuelle. ■



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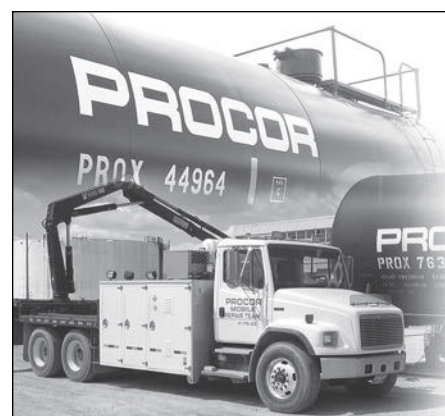
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COMMUNITY SERVICE

How GO Transit is working directly with communities to enhance rail safety.

By/Par Sarah B. Hood

The morning of April 25, 2017 was anything but ordinary for a group of students from Holy Trinity High School in Bradford West Gwillimbury, Ontario, when the bus they were travelling on came to a stop near a level crossing occupied by a train. The scene seemed normal until the train sounded its horn and pulled away to reveal what appeared to be a shocking sight: a mangled vehicle occupied by two gravely injured passengers and a driver lying motionless nearby. Happily for all concerned, the situation was staged and the victims were actors volunteering to assist at an emergency simulation exercise put on by GO Transit.

The event, held during Rail Safety Week in 2017, is an example of how GO Transit is working directly with communities to enhance rail safety. The company, an operating division of the Ontario Crown corporation Metrolinx, carries out a broad spectrum of community safety outreach efforts throughout the year. Some of these are handled by the company's Emergency Management team, which works directly with first responders to coordinate activities and resources through its incident management command and control structures.

"We were focusing on the general public with respect to distracted driving and railway crossing hazards; we also wanted to focus on students, especially high school-age, who are beginning to drive."

Most rail safety outreach to the public is handled through GO Transit's Community Safety Officer, Peter Mohyla, who is responsible for the bus and rail system's participation in Operation Lifesaver in initiatives relating to railway crossing safety and trespassing prevention. Mohyla, who has served 30 years as a Metrolinx transit safety officer, was the

recipient of Operation Lifesaver's Roger Cyr Award, which recognizes outstanding contributions to rail safety awareness, in 2016.

To organize last April's emergency simulation exercise,

Exercise fatal distraction, a multi-organizational emergency response exercise held during Rail Safety Week (April 2017) in Bradford, Ontario.



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SERVICE COMMUNAUTAIRE

Comment GO Transit collabore avec les collectivités pour améliorer la sécurité ferroviaire.



Le matin du 25 avril 2017 était tout sauf ordinaire pour un groupe d'élèves de l'école secondaire Holy Trinity de Bradford West Gwillimbury, en Ontario, lorsque leur autobus s'est arrêté à un passage à niveau occupé par un train. La scène semblait normale jusqu'à ce que le train se soit éloigné pour révéler un spectacle choquant : un véhicule en ruine occupé par deux passagers gravement blessés et un conducteur allongé immobile à proximité. Heureusement pour tous, les « victimes » étaient des acteurs qui assistaient à un exercice d'urgence.

L'activité, tenue durant la Semaine de la sécurité ferroviaire 2017, est un exemple du travail de GO Transit auprès des communautés pour améliorer la sécurité ferroviaire. L'entreprise, division de la société d'État ontarienne Metrolinx, mène chaque année de nombreuses activités de sensibilisation. Certaines sont menées par l'équipe de gestion des urgences de GO, qui travaille directement avec les intervenants.

La plupart des activités de sensibilisation sont coordonnées par l'agent de sécurité communautaire de GO Transit, Peter Mohyla,

« Nous sommes concentrés sur le grand public en ce qui concerne la distraction au volant et les dangers des passages à niveau. Nous voulions également nous concentrer sur les élèves, en particulier ceux du secondaire qui commencent à conduire. »

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Mohyla and other GO Transit staff worked with a diverse array of community partners – including police, paramedics and firefighters – to create an authentic roadway-railway crossing incident. The event also included representatives from a funeral home, the coroner's office and more.

"We were trying to achieve a couple of goals," says Steve Harvey, Manager, Operational Support in GO Transit's Security Division. "One was to raise awareness during Rail Safety Week about distracted drivers operating vehicles around railway tracks and the importance of paying attention to warning signs and signals. We were focusing on the general public with respect to distracted driving and railway crossing hazards; we also wanted to focus on students, especially high school-age, who are beginning to drive."

A second element of the exercise was for GO Transit and its partners to test their "ability to interact and work together in the event of a major incident, both to be able to save lives and to prioritize," says Harvey.

Participants from the coroner's office and the funeral home were important to the exercise to show what happens after an incident, adds Harvey.

"We have a process and a protocol regarding fatalities in railway incidents; for example: how is funeral transportation coordinated? How is the local coroner included in that recovery process? How do we manage that in a timely manner?"

The simulation was a practical way to rehearse the best possible system to strike a balance between a crash investigation and the responsibility to move a train full of passengers within an appropriate period of time, he notes.

"It really helped us to test our abilities to coordinate, communicate and prioritize," says Harvey. "I was pleasantly surprised at the level of interest from the local schools, in the sense of how they wanted to be integrated into this."

The exercise was framed as part of Holy Trinity High School's critical emergency management program. The program teaches students about emergency response preparedness.

Two students and one faculty member were chosen to portray the victims in the simulated crash. In the imagined scenario, Harvey says, the teacher was the driver.

"They were rushing to get kids to school and they were texting and not paying attention, went into the level crossing and met with horrific consequences."



responsable de la participation du réseau à Opération Gareautrain dans le cadre d'initiatives se rapportant à la sécurité des passages à niveau et à la prévention des intrusions. (M. Mohyla, qui a servi pendant 30 ans comme agent de sécurité du transport en commun chez Metrolinx, a reçu le prix Roger Cyr 2016 d'Opération Gareautrain.)

Pour organiser l'exercice de simulation d'urgence d'avril, M. Mohyla et d'autres employés de GO Transit ont collaboré avec divers partenaires communautaires – notamment des policiers, des ambulanciers et des pompiers – pour créer un incident apparemment authentique à un passage à niveau. Participaient aussi les représentants d'un salon funéraire et le bureau du coroner, entre autres.

« Nous essayions d'atteindre deux objectifs », affirme Steve Harvey, gestionnaire du soutien opérationnel à la Division de la sécurité de GO Transit. « Le premier consistait à sensibiliser la population à la Semaine de la sécurité ferroviaire au sujet des conducteurs distraits. Nous nous sommes concentrés sur le grand public en ce qui concerne la distraction au volant et les dangers des passages à niveau. Nous voulions également nous concentrer sur les élèves, en particulier ceux du

secondaire, qui commencent à conduire. »

« Un deuxième élément de l'exercice, dit M. Harvey, était de tester la capacité de GO Transit et de ses partenaires à collaborer dans l'éventualité d'un incident majeur, à la fois pour sauver des vies et pour établir des priorités. »

« Nous avons un processus et un protocole concernant les décès dans les incidents ferroviaires. Par exemple : comment le transport funéraire est-il coordonné? Comment le coroner local est-il impliqué? Comment pouvons-nous gérer le tout en temps opportun? »

« La simulation était un moyen pratique de répéter la meilleure marche à suivre pour équilibrer les besoins d'une enquête d'accident avec la responsabilité de déplacer un train bondé dans un délai approprié, note-t-il. L'exercice nous a vraiment aidés à tester nos capacités. »

« J'ai été agréablement surpris par le niveau d'intérêt des écoles locales en ce qui concerne la façon dont elles voulaient être intégrées »

L'exercice a été conçu dans le cadre du programme de gestion des situations d'urgence critique de l'école secondaire Holy Trinity, qui met à l'épreuve la préparation aux situations d'urgence des élèves.



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About 50 high school students were bussed out to the site to witness the exercise. GO Transit representatives and Robert Bruder, a senior investigator with the Transportation Safety Board of Canada, engaged with them as part of the exercise.

In addition to witnessing the post-crash scene, students experienced Operation Lifesaver's Look.Listen.Live. virtual-reality campaign. Launched in 2017, the campaign simulates the shocking experience of being hit by a train while walking or driving across a rail line.

"We gave the students the goggles and we had the students download the material onto their phones," says Harvey.

"The other piece was that we also used social media. We created a hashtag, 'fatal distractions.' It created a bit of a buzz. The hashtag generated 24,226 tweets, and it actually increased our interactions."

Following the event, interactions with GO Transit's Safety and Security Twitter increased to 43,000 in April from 8,000 in March. Coverage from media outlets in Toronto, Barrie and the local area further increased the impact of the exercise, says Harvey.

"It was a powerful message, and it was a great community statement, because we had teenagers and educators who really wanted to be a part of this."

A few weeks after the simulation, GO Transit representatives



visited a general assembly at the high school to discuss the implications of such a tragedy and the importance of safety around railway lines.

In addition, GO Transit produced a training video using footage from the exercise. It also transported the vehicle used in the simulation to Union Station in downtown Toronto. It was put on display to show passers-by the damage that can be

done if drivers don't pay attention around railway crossings.

"I was very impressed with the way that the community rose and wanted to do this; there was tremendous support," Harvey says. "It was also surprising that we managed to pull a fairly significant exercise in such a short period of planning; from concept to execution, we did it in five weeks." ■



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Deux élèves et un membre du corps professoral ont été choisis pour représenter les victimes dans l'accident simulé. Dans le scénario imaginaire, M. Harvey dit : « L'enseignant était le conducteur. Il

se précipitait pour reconduire les enfants à l'école et il envoyait des textos sans y prêter attention, ce qui a entraîné des conséquences horribles. »

Quelque 50 élèves du secondaire ont été transportés sur le site pour assister à l'exercice. Des représentants de GO Transit et Robert Bruder, un enquêteur principal du Bureau de la sécurité des transports du Canada, se sont entretenus avec eux.

En plus d'assister à la scène de l'accident, les étudiants ont découvert la campagne de réalité virtuelle « Regarder. Écouter. Vivre. » d'Opération Gareautrain. Lancée en 2017, cette campagne permet aux participants de voir ce que ça fait d'être happé par un train en marchant ou en traversant une ligne de chemin de fer.

« Nous avons prêté aux élèves des visionneuses [de réalité virtuelle] et nous les avons fait télécharger le matériel sur leur téléphone », explique M. Harvey.

« Nous avons également utilisé les médias sociaux. Nous avons créé un mot-clic, #distractionsfatales. Le mot-clic a généré environ 24 226 tweets. »

Le compte Twitter de la sécurité de GO Transit a connu une hausse spectaculaire de 8 000 interactions

en mars à 43 000 en avril. La couverture des médias traditionnels de Toronto, de Barrie et de la région a encore accru l'impact de l'exercice.

« C'était un puissant message et une grande affirmation pour la communauté, parce que nous avons des adolescents et des éducateurs qui voulaient vraiment participer. »

Quelques semaines après la simulation, des représentants de GO Transit ont visité une assemblée générale à l'école secondaire pour discuter des conséquences d'une telle tragédie et de l'importance de la sécurité aux abords des voies ferrées.

De plus, GO Transit a produit une vidéo de formation à partir d'images tirées de l'exercice. Elle a également transporté le véhicule utilisé dans la simulation à la gare Union au centre-ville de Toronto. Il a été mis en exposition pour montrer aux passants les dommages qui peuvent être causés si les conducteurs ne prêtent pas attention aux passages à niveau.

« J'ai été très impressionné par la façon dont la communauté s'est mobilisée, conclut M. Harvey. Il était surprenant que nous ayons réussi un exercice assez important dans un si court délai du concept à l'exécution. Nous avons tout fait en cinq semaines. » ■

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BALANCING ACT

Locomotive voice and video recorders could soon be mandated in Canada. Here's how regulations will ensure that the right balance is struck between safety and privacy.

By/Par Tanis Peterson

If Bill C-49, the *Transportation Modernization Act*, is passed into law, railway companies in Canada will be required to install inward-facing voice and video recorders onboard locomotives. In addition, railway companies will have to record and preserve certain information from these devices. Provisions specify the circumstances in which the prescribed information that is recorded can be used and communicated by companies, the Transportation Safety Board, and the Minister of Transport.

Permitting this technology's expanded use would be a major step towards enhancing rail safety in Canada. Canada's railways have long advocated for the implementation of locomotive voice and video recorders, or LVVR, on trains. Allowing railway companies to use the data from these recorders in the context of proactive safety management would be instrumental in the rail industry's efforts towards accident prevention.

Railway operating employees and the groups that represent them have legitimate privacy concerns about how railways will

use the recorded information. If Bill C-49 is passed, Canada's railways would collaborate with stakeholders to develop regulations that would

outline parameters to protect employee privacy, and work with the regulator to draft operating rules that complement the regulations.

Allowing railway companies to use the data from these recorders in the context of proactive safety management would be instrumental in the rail industry's efforts towards accident prevention.



PHOTO MICHAEL MACHUM

UNE LOI ÉQUILBRÉE

Les enregistreurs vocaux et vidéo de locomotives pourraient bientôt être obligatoires au Canada. Voici comment les règlements assureront un bon équilibre entre la sécurité et la vie privée.

Advenant l'adoption du projet de loi C-49, la *Loi sur la modernisation des transports*, les compagnies de chemin de fer du Canada seraient

tenues d'installer des enregistreurs audio-vidéo tournés vers l'intérieur des locomotives. Elles devraient aussi conserver certains enregistrements.

Les dispositions précisent les circonstances dans lesquelles les renseignements peuvent être utilisés par les compagnies, le Bureau de la sécurité des transports et le ministre des Transports.

Cette technologie marquerait une étape importante vers l'amélioration de la sécurité. Les chemins de fer du Canada préconisent depuis longtemps la mise en place d'enregistreurs. Permettre aux chemins de fer d'utiliser les données de ces enregistreurs serait essentiel.

Les employés ont des préoccupations légitimes quant à la façon dont les compagnies utiliseront les renseignements. Si le projet de loi C-49 est adopté, les chemins de fer du Canada collaboreraient avec les intervenants pour élaborer une réglementation qui établit des paramètres pour protéger la vie privée des employés, et travailleraient avec l'organisme de réglementation pour élaborer des règles de fonctionnement qui complètent la réglementation.

La loi, combinée à ses règlements d'accompagnement, garantirait un juste équilibre entre la sécurité et la vie privée. En vertu du projet de loi, les compagnies seraient seulement autorisées à consulter les données lors d'enquêtes sur

Permettre aux chemins de fer d'utiliser les données de ces enregistreurs dans le contexte d'une gestion proactive de la sécurité sera essentiel.



The legislation, combined with its accompanying rules and regulations, would ensure that the right balance is struck between safety and privacy. Under the proposed legislation, railways would only be permitted to access recorder data for incident investigations, and for random sampling to ensure safe behaviour and support proactive safety management. Recordings would not be used to target employees deemed “problematic” by railway managers. In addition, railways would be prohibited from recording areas of the locomotive cab where there is an expectation of personal privacy, notably the toilet, and releasing information publicly on a website or social media.

If an official body, such as the Transportation Safety Board, were to begin a rail incident investigation, the railway company involved would

Installing LVVR technology in locomotive cabs would enhance rail safety by allowing railways to conduct random sampling to identify safety concerns, to determine the cause of accidents not being investigated by the TSB and to address prescribed safety threats.

submit the original LVVR information under a strict chain of custody procedures.

The groups arguing against the expanded use of LVVR claim that railways will use the technology to spy on employees. Nothing is further than the truth. LVVR recordings would not be surreptitious. The use of LVVR would be clearly communicated

in advance to the unions and employees affected.

In addition, information recorded on these devices would not be used to measure employee productivity. In fact, in most cases, front line operating managers would not have access to recordings. The recordings would continue to be used mainly by designated officials during accident investigations. Railways could only review the information randomly when conducting analysis under their Safety Management System (SMS), which is a regulatory requirement. Any information that is not used to investigate an accident or as part of a company’s SMS would be deleted.

Installing LVVR technology in locomotive cabs would enhance rail safety by allowing railways to conduct random sampling to identify safety concerns, to determine the cause of accidents not being investigated by the TSB and to address prescribed safety threats. Recordings would provide critical safety information that was previously unavailable to railways and, in turn, help to prevent accidents. And like we’ve always said: we would rather prevent an accident than explain one. ■

Tanis Peterson is RAC’s Director of Operations and Regulatory Affairs.

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les incidents et de vérifications aléatoires. Les enregistrements ne seraient pas utilisés pour cibler les employés jugés « problématiques ». De plus, il serait interdit aux chemins de fer d'enregistrer des zones de la cabine où l'on s'attend à ce que la vie privée soit protégée, notamment les toilettes, et de diffuser publiquement de l'information sur un site Web ou sur les médias sociaux.

Si un organisme officiel, comme le Bureau de la sécurité des transports, entreprenait une enquête sur un incident ferroviaire, la compagnie de chemin de fer concernée soumettrait les renseignements originaux de l'enregistreur en vertu d'une chaîne de possession stricte.

Les groupes qui s'opposent à l'utilisation élargie des enregistreurs affirment que les chemins de fer utiliseront la technologie pour espionner les employés. Rien n'est plus faux. Les enregistrements ne seraient pas subreptices. L'utilisation des enregistreurs serait clairement

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De plus, les renseignements consignés sur ces appareils ne serviraient pas à mesurer la productivité des employés. En fait, dans la plupart des cas, les directeurs de première ligne n'auraient pas accès aux enregistrements. Ces derniers continueraient d'être utilisés principalement par les responsables désignés pendant les enquêtes sur les accidents. Les compagnies de chemin de fer ne pourraient examiner l'information au hasard que lorsqu'elles procèdent à une analyse dans le cadre de leur Système de

L'installation d'enregistreurs dans les cabines améliorerait la sécurité ferroviaire en permettant aux compagnies de chemin de fer d'effectuer un échantillonnage aléatoire. Les enregistrements fourniraient des renseignements essentiels sur la sécurité qui n'étaient pas disponibles auparavant.

gestion de la sécurité (SGS), une exigence réglementaire. Toute information qui n'est pas utilisée pour enquêter sur un accident

ou dans le cadre du SGS d'une entreprise serait supprimée.

L'installation d'enregistreurs dans les cabines améliorerait la sécurité ferroviaire en permettant aux compagnies de chemin de fer d'effectuer un échantillonnage aléatoire. Les enregistrements fourniraient des renseignements essentiels sur la sécurité qui n'étaient pas disponibles auparavant. Et comme nous l'avons toujours dit : nous préférons prévenir un accident plutôt que d'en expliquer un. ■

Tanis Peterson est directrice des opérations et des affaires réglementaires de l'ACFC.

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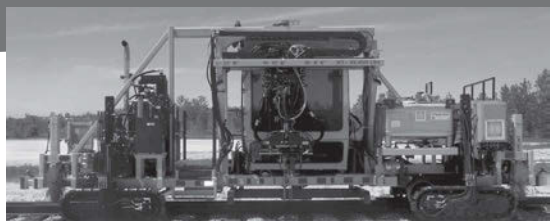


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Canada has an opportunity to build on the progress that the rail industry has made to enhance safety culture.

By/Par Michael Gullo

Canadian railways can proudly state that they are the safest railways in North America. Since 1999, the Canadian Class I accident rate – the number of accidents in relation to workload – has improved by approximately 43 per cent while U.S. Class I performance has improved by 28 per cent over the same period. In real terms, roughly one accident occurs for every million train-miles travelled, while 99.99 per cent of dangerous goods moved by rail arrive at their destination without a release resulting from an accident.

While this performance is impressive, the statutory review of the *Railway Safety Act*, launched in April 2017, provides the railway sector with a unique opportunity to re-examine its commitment to safety and why accidents occur. Last completed in 2007, the review is designed to focus on the effectiveness of the federal rail safety legislative and regulatory framework. In addition, the review secretariat examines the operations of the Act itself, and the degree to which the Act meets its core objective of ensuring rail safety is in the best interest of Canadians.

From a regulatory perspective, safe railroading is the law. From a moral perspective, railway companies recognize that they are obliged to transport goods safely through more than 2,000 communities. And every

railroader wants to finish each shift and return home to their families safely.

While rail safety is a priority for Canadian railways, accidents do occur, which invites the question: what can the industry do to be safer?

To answer this question, the Railway Association of Canada (RAC) and its members have reviewed the facts, starting with the substantive base of evidence that is collected and published by the Transportation Safety Board of Canada. This information confirms that, between 2002 and 2016, the number of main-track derailments associated with railway equipment, and track and infrastructure, have decreased by 66 and 63 per cent, respectively.

Railways continue to invest their own capital in safety-supporting infrastructure, rolling stock and technology programs. The positive long-term results underscore a strong correlation between increasing levels of investment and improved safety performance. This year, the industry

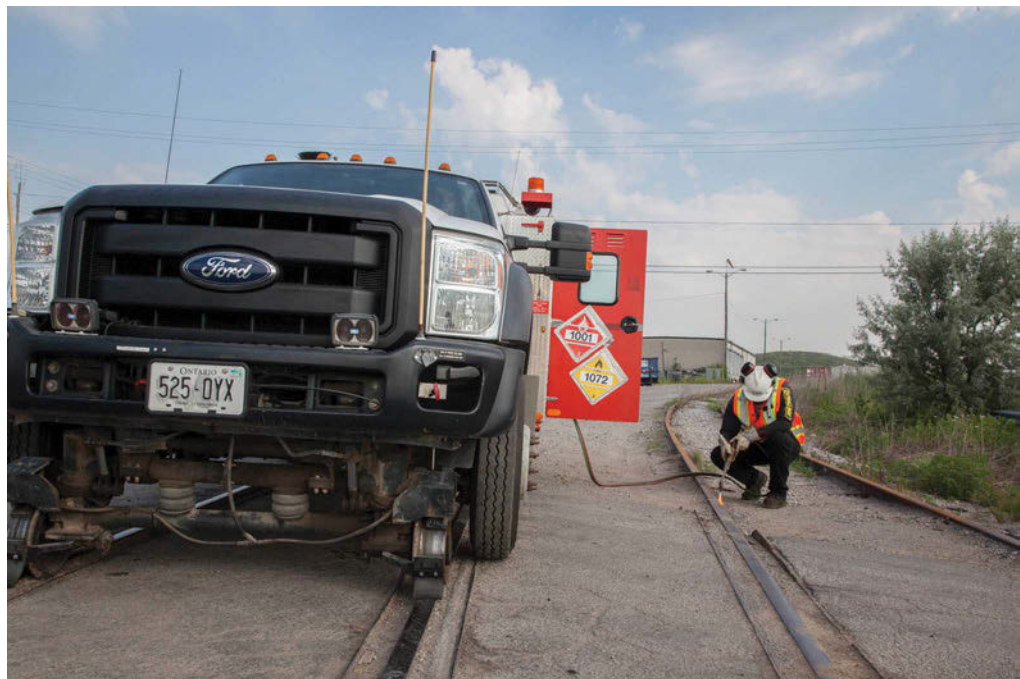
is projecting to invest between \$4.5 billion and \$4.9 billion back into capital programs across its North American network. This would be a record level of capital expenditures by Canada's railways, and would support the industry's continued trend of improved safety performance, particularly with respect to safety incidents associated with infrastructure and equipment.

However, over the same period, human actions-related incidents have increased by more than 5 per cent. In fact, in 2016 alone, more than 50 per cent of all incidents in the rail sector were caused by human factors. This means that human factor-related incidents are not decreasing at a rate comparable to other accident causes, such as equipment and track.

Human factor-related incidents are characteristically complex and require a multi-faceted approach to changing the culture within a company as a means to improving performance in this area. Unlike the sector's approach to improving infrastructure and equipment safety through increased

Between 2002 and 2016, the number of main-track derailments associated with railway equipment, and track and infrastructure, have decreased by 66 and 63 per cent, respectively.

PHOTO: HIEP VU



CHANGEMENT DE CULTURE

Le Canada a la possibilité de tirer parti des progrès réalisés par l'industrie ferroviaire pour améliorer la culture de la sécurité.

Les chemins de fer canadiens peuvent clamer haut et fort qu'ils sont les plus sûrs en Amérique du Nord. Depuis 1999, le taux d'accidents sur les chemins de fer canadiens de catégorie 1 (soit le nombre d'accidents par rapport à la charge de travail) s'est amélioré d'environ 43 pour cent, alors que celui des États-Unis n'a baissé que de 28 pour cent. En chiffres réels, on dénombre environ un accident par million de kilomètres ferroviaires parcourus, tandis que 99,99 pour cent des matières dangereuses acheminées arrivent à destination sans déversement dû à un accident.

Impressionnant ? Oui. Cela dit, le réexamen obligatoire de la *Loi*

sur la sécurité ferroviaire lancé en avril 2017 offre au secteur ferroviaire l'occasion de repenser son engagement envers la sécurité et de s'interroger sur les raisons qui font que des accidents se produisent encore. Ce réexamen, dont le dernier remonte à 2007, porte sur l'efficacité du cadre législatif et réglementaire fédéral en matière de sécurité ferroviaire. Le secrétariat de l'examen se penche aussi sur le fonctionnement et le respect des objectifs fondamentaux de la loi, dans l'intérêt de la population.

De l'optique réglementaire, la sécurité fait la loi. Du point de vue moral, les sociétés ferroviaires

reconnaissent qu'elles ont l'obligation de transporter des marchandises en toute sécurité dans les 2 000 collectivités qu'elles traversent. En général, tout cheminot a l'intention de retourner chez lui sain et sauf à la fin de son quart de travail.

Or, même si la sécurité est prioritaire pour les chemins de fer canadiens, il y a encore des accidents. Que peut faire l'industrie pour être plus sûre ?

Pour répondre à cette question, l'Association des chemins de fer du Canada (ACFC) et ses membres ont étudié les faits, à commencer par les vastes données publiées par le Bureau de la sécurité des transports du Canada. Ces données confirment que, de 2002 à 2016, le nombre de déraillements sur les voies principales a diminué de 66 % pour les cas dus à l'équipement ferroviaire et de 63 % pour ceux dus à la voie et à l'infrastructure.

Les compagnies continuent d'investir dans l'infrastructure de sécurité, le matériel roulant et la technologie. Les résultats à long terme font ressortir une forte corrélation entre hausse de l'investissement et amélioration de la sécurité. Cette année, l'industrie prévoit investir de 4,55 à 4,9

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To date, RAC's Safety Culture Improvement Initiative has exclusively financed five safety culture assessments at shortline and passenger railways, while an additional two assessments were launched in the fall of 2017.

levels of investment, the pathway to reducing human error is not as straightforward. Accordingly, RAC and its members are working together to foster and continuously improve a deep safety culture among employees who work in the industry.

At the industry level, and in response to the tragic incident in Lac-Mégantic, Que., RAC introduced its Safety Culture Improvement Initiative in 2013. This initiative formalized the association's commitment to encourage its members to be proactive in maintaining effective Safety Management Systems (SMS) and in strengthening their safety culture. It includes the delivery of safety culture training to shortline railways, a steering committee that allows Canadian and American railways to exchange information about lessons learned and best practices, and access to resources from the CN Centre for Occupational Health and Safety.

To date, RAC's Safety Culture Improvement Initiative has exclusively financed five safety culture assessments at shortline and passenger railways, and it launched two additional assessments in the fall of 2017.

In addition to this work, railway companies are implementing several related initiatives. Peer-to-peer initiatives, such as CP's *Home Safe* and CN's *Looking Out For Each Other*, are engagement programs that introduce employee-driven commitments to work together, and create an environment that upholds safety and strengthens culture. Both Class 1 railways have also enhanced or created best-in-class



PHOTO: SANDOR FIZLI

Safety Culture Summit 2017, Halifax, N.S., October 2017.

facilities to support employee training. For example, CN's Campus Training program, launched in 2014, included an investment of more than \$60 million in two state-of-the-art training facilities to deliver enhanced classroom and field instruction while strengthening the company's safety culture.

These safety culture initiatives are not exclusive to the freight rail sector. VIA Rail has introduced Securitel, a safe and secure phone system that provides employees with an opportunity to anonymously report safety issues or concerns, which in turn promotes safety culture.

Despite the progress made by the association and its members, more can be done. Improved collaboration with, and increased resources from, the federal government is needed. These contributions would support research, development and safety culture improvements in the railway sector. In the U.S., the partnership between the railway sector and the regulator to promote and improve safety culture provides an inspirational model for the *Railway Safety Act* Review Panel Chair and the Government of Canada to consider.

South of the border, the Federal Railroad Administration (FRA) has made a concerted effort to invest in programs to advance safety culture in the rail industry. Most notably, in 2014, the FRA's Office of Research and Development granted \$250,000 for a pilot project to conduct safety culture assessments of shortline and regional

railroads. With this grant, the American Shortline and Regional Railroad Association worked in cooperation with the National Transportation Systems Center (Volpe Centre) and the University of Connecticut to develop a comprehensive safety culture assessment program. The program includes online surveys and interview templates to engage railway staff at all levels, through evaluation and follow-up processes. The pilot study was declared a success and Congress appropriated \$2 million per year to support the initiative in 2015 and 2016.

While the ongoing review of the *Railway Safety Act* provides a unique opportunity to examine railway safety in Canada, it also opens the door to identify long-term solutions that can capitalize on systemic issues.

Canada's railways believe that the Government of Canada should invest in a program to support the continued development of safety culture in the rail industry. Funding can be used to enable shortline railways to complete safety culture assessments. In addition, financial contributions would allow these companies to develop safety culture implementation tools, such as best practices and "how-to" resources, and to support associated research at universities or other centres of excellence. ■



Michael Gullo is RAC's Director of Policy, Economic and Environmental Affairs.

milliards de dollars dans le réseau nord-américain. Cela établirait un nouveau record de dépenses en immobilisations pour les chemins de fer canadiens. Cet effort soutiendrait l'amélioration constante de la sécurité, surtout au chapitre des accidents dus à l'infrastructure et aux équipements.

Hélas, pendant la même période, les accidents dus à l'intervention humaine ont augmenté de plus de 5 %. En 2016, cette catégorie représentait plus de la moitié des accidents ferroviaires. C'est dire que ce type d'accident ne suit pas la courbe descendante observée dans les autres catégories.

Par définition, les accidents dus à l'intervention humaine sont complexes. Pour changer sa culture afin d'améliorer son rendement à ce chapitre, l'entreprise doit adopter une approche à plusieurs dimensions. Pour réduire les erreurs humaines, la voie n'est pas toute tracée, contrairement à la sécurité de l'infrastructure et des équipements qui passe par une simple augmentation des investissements. C'est pourquoi l'ACFC et ses membres collaborent à l'instauration d'une profonde culture de la sécurité chez leurs employés.

Au niveau sectoriel et en guise de réponse à la tragédie de Lac-Mégantic au Québec, l'ACFC créait, en 2013, le projet Culture de la sécurité. Celui-ci concrétisait l'engagement de l'association à encourager ses membres à assurer l'efficacité de leurs systèmes de gestion de la sécurité (SGS) et à renforcer leur culture de la sécurité. Le projet inclut l'offre de formation aux chemins de fer d'intérêt local, un comité d'orientation qui laisse les chemins de fer canadiens et américains discuter des leçons apprises et des pratiques exemplaires, ainsi que l'accès aux ressources du Centre d'hygiène et de sécurité au travail.

Jusqu'à présent, le projet Culture de la sécurité a financé exclusivement cinq évaluations de la culture de la sécurité dans des

Jusqu'à présent, le projet Culture de la sécurité a financé exclusivement cinq évaluations de la culture de la sécurité dans des chemins de fer d'intérêt local et de passagers, auxquelles s'ajoutent deux évaluations entamées l'automne dernier.

chemins de fer d'intérêt local et de passagers, auxquelles s'ajoutent deux évaluations entamées l'automne dernier.

Les sociétés ferroviaires mettent aussi en place leurs propres projets apparentés. Les initiatives entre pairs comme *Home Safe du CP* et *Veiller les uns sur les autres* du CN invitent les employés à collaborer entre eux pour créer un climat de sécurité qui renforce cette culture. En outre, les deux chemins de fer de catégorie 1 ont construit ou bonifié des installations de pointe pour former leur personnel. Par exemple, le CN lançait en 2014 son programme Campus, qui comportait un investissement de plus de 60 millions de dollars dans deux centres de formation en classe et sur le terrain.

Ces projets ne sont pas réservés au secteur des marchandises. VIA Rail a mis en place un système téléphonique appelé Sécritel pour permettre à ses employés de signaler anonymement les problèmes de sécurité. Cela permet en retour d'intensifier la prévention et la promotion d'une culture de sécurité.

Malgré les progrès réalisés par l'ACFC et ses membres, on peut en faire plus, à condition que le fédéral collabore plus étroitement et mette des ressources à notre disposition. Cela viendrait appuyer la recherche, le développement et l'amélioration de la culture de sécurité dans le secteur ferroviaire. Aux États-Unis, il existe en ce sens un partenariat entre ce secteur et l'organisme de réglementation, de quoi servir de modèle à la présidence du comité

d'examen de la *Loi sur la sécurité ferroviaire* et au gouvernement du Canada.

Chez nos voisins du sud, la Federal Railroad Administration (FRA) investit de manière concertée dans les programmes de culture de la sécurité du secteur ferroviaire. En 2014, le bureau de la recherche et du développement de la FRA accordait 250 000 \$ à un projet pilote qui mène des évaluations de la culture de sécurité dans les chemins de fer d'intérêt local et régional. Cette subvention a permis à l'American Shortline and Regional Railroad Association de collaborer avec le National Transportation Systems Center (Volpe Centre) et l'Université du Connecticut à l'élaboration d'un programme complet d'évaluation. Celui-ci se compose de questionnaires en ligne et de gabarits d'entrevues pour intéresser le personnel ferroviaire de chaque palier aux processus d'évaluation et de suivi. Le projet a réussi : le Congrès américain lui a consacré une enveloppe annuelle de 2 millions de dollars pour 2015 et 2016.

Si l'examen de la *Loi sur la sécurité ferroviaire* constitue une occasion privilégiée de se pencher sur la sécurité ferroviaire au Canada, il permet aussi de trouver des solutions à long terme aux problèmes systémiques.

Selon les chemins de fer canadiens, le gouvernement du Canada devrait investir dans un programme de soutien au développement constant d'une culture de sécurité. Ce financement pourrait aider les chemins de fer d'intérêt local à évaluer leur culture et à se doter d'outils pour sa mise en œuvre, comme des pratiques exemplaires. L'argent pourrait aussi financer des travaux de recherche menée par les universités et d'autres centres d'excellence. ■

Michael Gullo est directeur des affaires politiques, économiques et environnementales à l'ACFC.



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SAFETY FIRST

The planned legalization of marijuana could have significant safety implications on Canada's railways.

By/Par Krista Leben

The Canadian government has made it clear that it wishes to see marijuana legalized this summer. Federal committees are studying Bill C-45, the government's proposed cannabis law, and Bill C-46, a companion piece of legislation aimed at cracking down on impaired driving.

While discussions have focused on different parts of the marijuana legislation, such as tax revenues, policymakers have not devoted enough consideration to the impact that legalization will have on workplaces, especially ones with employees operating in safety-sensitive positions. This aspect of the legalization needs more attention. In 2016, the Task Force on Cannabis Legalization and Regulation – a panel of experts convened to inform the government's legislation – highlighted the importance of addressing safety implications of workplace impairment arising from the consumption of marijuana.

During the early part of 2018, there were some positive developments that should help to inform debate on this subject. Public Safety Minister Ralph Goodale announced in February that the government will consider measures to address workplace safety at the cabinet table. In addition, the government committed funding for research on drug impairment, and said that it is studying technologies to measure cannabis levels in the body.

Canada's railways are concerned about the impact of marijuana legalization on safety-sensitive work environments, including the potential for increased consumption.

While these are encouraging steps that will help us to better understand marijuana's full impairment effects, Canada's railways remain concerned about the potential for increased marijuana consumption following legalization and how it could impact workplace safety.

Evidence from jurisdictions where marijuana has been legalized clearly demonstrates increased use. For example, after marijuana

was legalized in Colorado in 2012, usage among young adults increased to 31 per cent in 2014 (post-commercialization) from 21 per cent in 2006 (pre-commercialization). Current consumption among adults also increased, to 12 per cent in 2014 from five per cent in 2006.

Railway companies have an obligation to ensure that operations are safe, and the industry takes a zero-tolerance approach with respect



LA SÉCURITÉ D'ABORD

La légalisation de la marijuana aurait d'importantes répercussions sur la sécurité ferroviaire.

Le gouvernement canadien a fait savoir qu'il souhaitait que la marijuana soit légalisée cet été. Les comités fédéraux étudient le projet de loi C-45 sur le cannabis, et le projet de loi C-46, visant à réprimer la conduite avec facultés affaiblies.

Alors que les discussions se sont concentrées sur différentes parties de la législation, comme les recettes fiscales, les décideurs n'ont pas suffisamment pris en compte

l'impact sur les lieux de travail. Cet aspect de la législation nécessite plus d'attention. En 2016, le Groupe de travail sur la légalisation et la réglementation du cannabis, formé d'experts, a souligné l'importance de s'attaquer aux répercussions de l'affaiblissement des facultés en milieu de travail.

Il y a eu, au début de 2018, des développements positifs qui devraient contribuer à éclairer

le débat sur ce sujet. Le ministre de la Sécurité publique, Ralph Goodale, a annoncé en février que le gouvernement envisagerait des mesures touchant la sécurité au travail. En outre, le gouvernement a engagé des fonds pour la recherche sur l'affaiblissement des facultés et l'étude des technologies pour mesurer les niveaux de cannabis dans le corps.

Bien que ce soient des mesures encourageantes qui nous aident à mieux comprendre les effets de la marijuana, les chemins de fer canadiens demeurent préoccupés par le potentiel d'augmentation de la consommation de marijuana à la suite de la légalisation.

Les données des États où la marijuana a été légalisée montrent clairement une augmentation. Par exemple, après la légalisation de la marijuana au Colorado en 2012, la consommation chez les jeunes adultes est passée de 21 % en 2006 (avant la commercialisation) à 31 % en 2014 (après la commercialisation). La consommation actuelle des adultes a également augmenté, passant de 5 % en 2006 à 12 % en 2014.

Les compagnies de chemin de fer doivent s'assurer que les opérations sont sécuritaires et l'industrie adopte une approche de tolérance zéro en ce qui concerne les problèmes de drogue et d'alcool. Les employés sont responsables d'être aptes au travail.

Les chemins de fer du Canada s'inquiètent de l'utilisation de la marijuana dans des milieux de travail et de la possibilité d'une consommation accrue après la légalisation.



to drug and alcohol impairment. Employees are responsible for being fit to work and must not be impaired by any substance that may pose a risk to safe rail operations.

Marijuana can impair the critical abilities necessary for safe driving. These skills—such as quick reaction times, the ability to respond to unexpected events and sound decision making—are the same as those needed by employees operating in safety-sensitive positions. Science has shown that marijuana can remain in a person's blood stream for days after consumption. In 2013, Health Canada warned health care professionals about the impacts of marijuana exposure on psychomotor performance, and implored them to caution patients not to operate complex machinery after consuming the substance.

The federal government has taken positive steps to address the safety implication of legal recreational marijuana. But Canada has an opportunity to go even further in



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preventing workplace impairment in safety-sensitive environments such as rail. For example, the government should proactively educate employees on the danger of working under the influence. In addition, it should develop an acceptable standard for instruments used to measure impairment, like a Breathalyzer.

While these initiatives would help to ensure that workplaces remain safe post-legalization, legislation and regulations allowing those in safety-sensitive industries to enforce zero-tolerance policies would be the most impactful move towards incident prevention. Moreover, national leadership will give provinces a model for protecting the safety of provincially regulated transportation systems.

This holistic approach would be a major step forward in ensuring Canada's transportation network remains safe. ■

Krista Leben is RAC's Manager of Government Relations.



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empêchant la détérioration des lieux de travail dans des environnements sensibles. Par exemple, le gouvernement devrait éduquer proactivement les employés sur le danger de travailler sous l'influence. En outre, il devrait développer une norme acceptable pour les instruments de détection.

Même si ces initiatives contribuait à assurer la sécurité des lieux de travail, des lois et les règlements permettant aux industries sensibles d'appliquer des politiques de tolérance zéro constitueraient le meilleur moyen de prévenir les incidents. De plus, le leadership national donnera aux provinces un modèle pour protéger la sécurité des réseaux de transport réglementés par les provinces.

Cette approche holistique serait un grand pas en avant pour maintenir la sécurité du réseau de transport du Canada. ■

Krista Leben est directrice des Relations gouvernementales à l'ACFC.

La marijuana peut nuire aux capacités essentielles à une conduite sécuritaire. Ces compétences, comme le temps de réaction rapide, la capacité de réagir à des événements inattendus et la prise de décisions judicieuses, sont exactement celles dont ont besoin les employés qui occupent des postes critiques pour la sécurité. La science a montré que la marijuana a une incidence sur ces compétences importantes et qu'elle peut rester dans le sang pendant les jours suivant sa consommation. Dans un guide de 2013, Santé Canada a mis en garde les professionnels de la santé au sujet des répercussions de l'exposition à la marijuana sur le rendement psychomoteur et les a priés de mettre en garde les patients contre l'utilisation de machines complexes.

Le gouvernement fédéral a pris des mesures positives pour contrer les effets sur la sécurité de la marijuana récréative légale. Mais le Canada a la possibilité d'aller encore plus loin en



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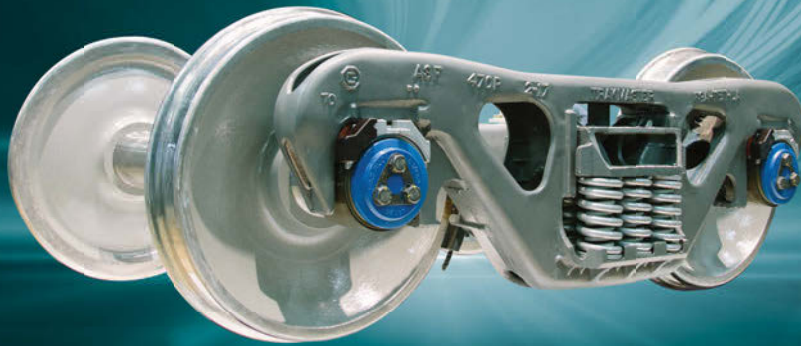
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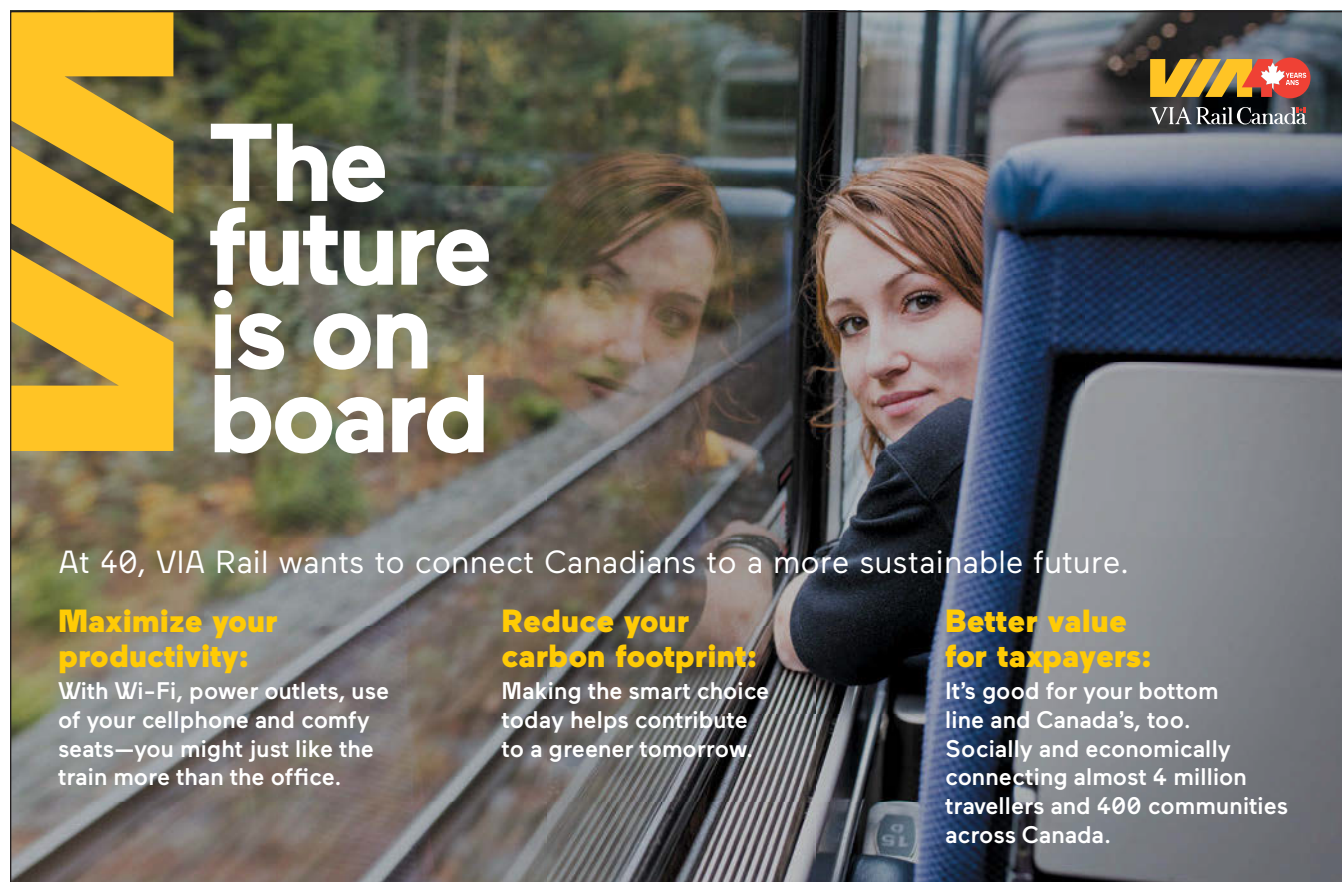
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¹ 2015 AAR Analysis of Class 1 Railroads

² 2015 AAR Railroad Facts

³ 2015 AAR interchange billing

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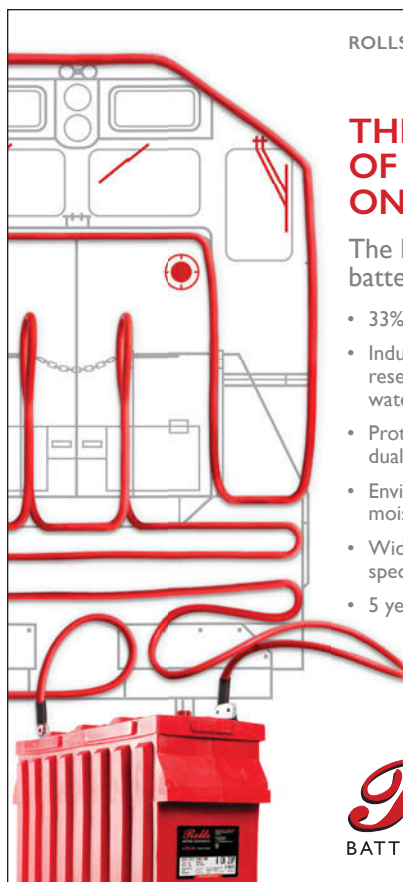
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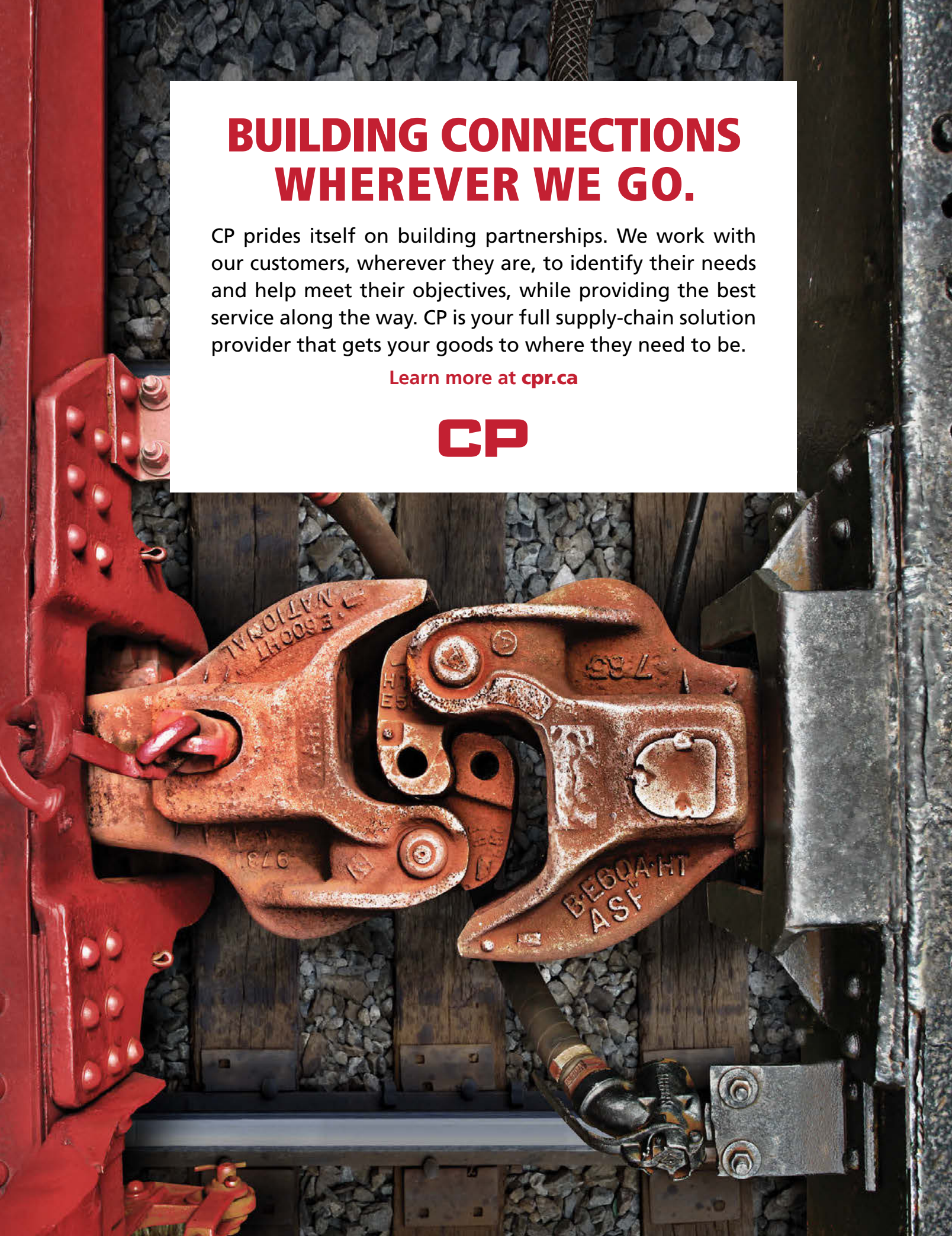
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