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of Canada

Association des chemins
de fer du Canada

Spring/Printemps 2015

interchange

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How the revenue cap
on grain movements
discourages investment

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Comment un plafond sur le
revenu du mouvement du grain
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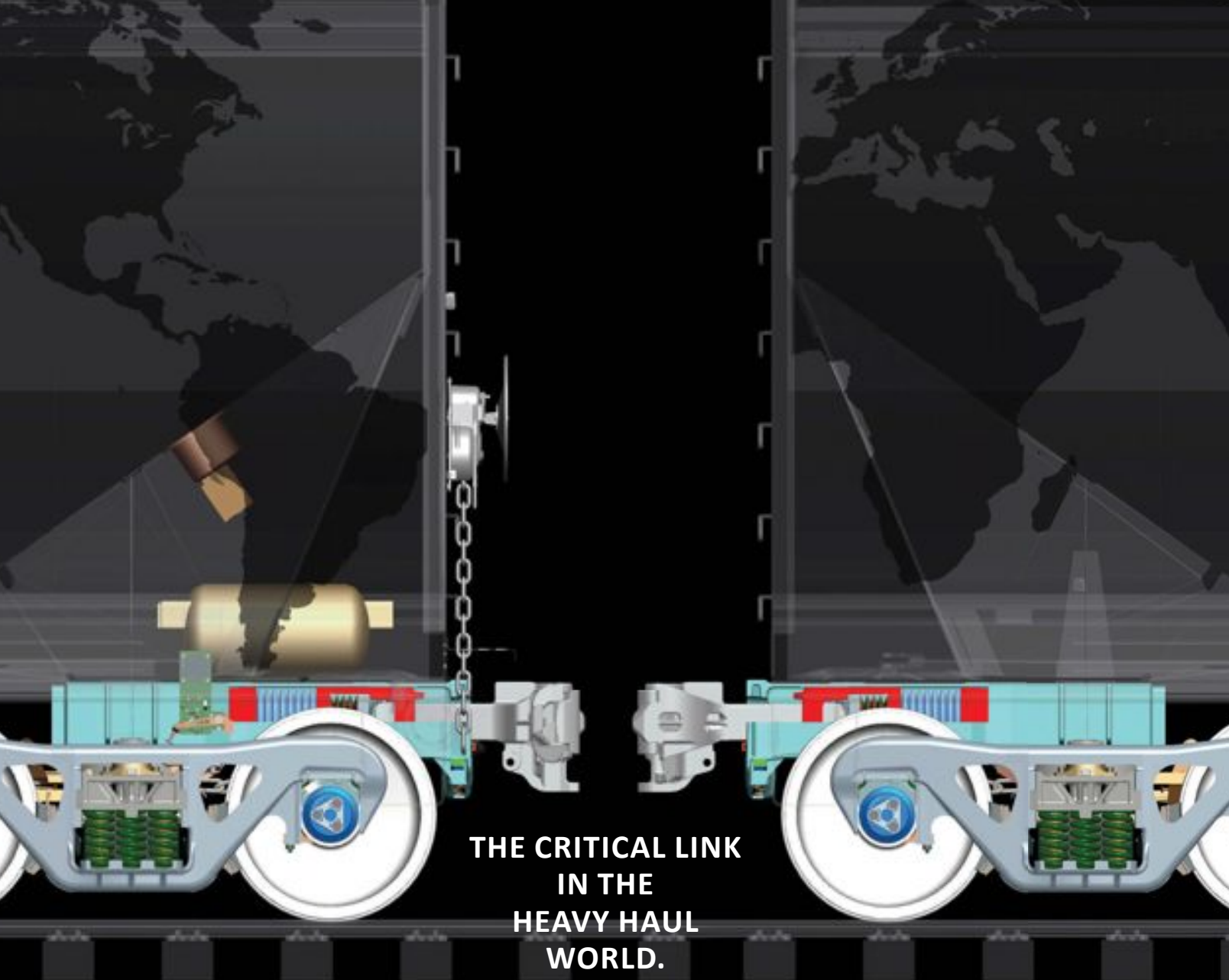
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By/Par Michael Bourque

Railways need room to grow Les chemins de fer ont besoin d'espace pour grandir

Canada's railroaders can be forgiven if they have a bit of swagger these days. They have the industry's lowest operating ratios, a key measure of efficiency. Their productivity and safety records are unparalleled. And they were recently recognized as North America's two most productive railroads by U.S. trade magazine, *Progressive Railroading*.

2014 was a fascinating year for those who understand the rail business and appreciate facts. The 2013 grain crop was, by a long shot, the largest in Canadian history — some 20 million metric tons larger than the average. At the same time, the winter experienced in North America was the coldest in decades and snow reached far down into the south, leading to the coining of the term "polar vortex". In Canada, we felt sustained cold weather, below minus 25 degrees, leading to shorter trains, an increase in mechanical issues and all types of hiccups across the network. The inherent technologies that make rail efficient and compatible with our U.S. and Mexican neighbours are also susceptible to extreme cold.

Despite these facts, Canadian railways moved record amounts of grain and other commodities. Some U.S. railways are still suffering from the effects of last winter while Canadian railway companies have improved their dwell times and train velocity back to normal levels.

But this only tells half the story. Railways have implemented significant changes to make them more customer-centric and fully linked-in with the other members of the transportation network. Realizing that much of the new business is destined for export through the U.S. border or Canada's port system, railways have increased their transparency, regularly share data and have invested heavily to improve

On pardonnera aux chemins de fer canadiens une pointe d'orgueil par les temps qui courent. C'est qu'ils ont les ratios d'exploitation les plus bas de l'industrie. Leurs statistiques de productivité et de sécurité sont sans précédent. Et ils ont récemment été reconnus par la revue *Progressive Railroading* comme les deux chemins de fer nord-américains les plus productifs.

Quiconque comprend l'industrie ferroviaire reconnaîtra que 2014 a été fascinante. La récolte de céréales de 2013 était, de loin, la plus abondante de l'histoire canadienne : quelque 20 millions de tonnes de plus que la moyenne. Dans le même temps, l'Amérique du Nord a connu l'hiver le plus froid depuis des décennies sous l'emprise d'un « vortex polaire » qui a couvert de neige les États du Sud. Au Canada, le mercure à moins 25 a obligé les exploitants à raccourcir les trains, à réparer plus de bris mécaniques et à composer avec toutes sortes de contrariétés. En effet, les technologies qui rendent nos chemins de fer efficaces et compatibles avec d'autres réseaux nord-américains sont également sensibles au froid extrême.

En dépit de ces faits, les chemins de fer canadiens ont transporté des quantités record de céréales et d'autres produits de base. Alors que certains chemins de fer américains souffrent encore des effets de l'hiver dernier, leurs pendants canadiens sont revenus à la normale.

Mais ce n'est là que la moitié de l'histoire. Les chemins de fer ont mis en œuvre d'importants changements pour se concentrer davantage sur le client et s'intégrer aux autres modes de transport. Réalisant que la majeure partie des nouvelles cargaisons sont destinées à traverser la frontière ou à prendre la mer, les chemins de fer ont augmenté leur transparence et investi à un rythme record pour améliorer le service. Quelque 20 pour cent des revenus sont maintenant réinvestis dans l'entretien et le déploiement de l'infrastructure.

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customer service. Those investments continue at record rates: Some 20 per cent of revenues are now invested back into their infrastructure for maintenance and growth. This can only be accomplished because railways operate as private businesses under a commercial policy framework.

Unfortunately, the federal government-imposed revenue cap on moving grain by rail discourages investment. When the cap was introduced, it was seen as a significant step towards placing grain on a more commercial footing by allowing for rate flexibility and enabling efficiency incentives. But after 15 years, the cap has produced negative outcomes, namely by acting as an investment disincentive for railways and the broader grain network.

As we explore in this issue of *Interchange*, it is time for the government to take the next step toward a more commercial system for grain production. A commercial framework, one that provides the right incentives to drive productivity,

investment and innovation, has proven to be successful across the board — for railways, ports and the seaway, and for the customers they serve. Giving grain farmers new marketing freedom through legislative change to the Canadian Wheat Board was the right thing to do. The next step is to remove barriers to investment and innovation in the grain supply chain. ■

C'est seulement parce que les chemins de fer fonctionnent comme des entreprises privées dans un cadre de politique commerciale qu'ils peuvent y arriver.

Malheureusement, le plafond du revenu imposé par le gouvernement fédéral décourage l'investissement. Lorsque le plafond a été introduit, il a été considéré comme une mesure importante destinée à assouplir les tarifs et permettre des gains d'efficacité. Quinze ans plus tard, toutefois, on constate que le plafond a plutôt découragé l'investissement.

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Photo : CN

Comme nous le verrons dans ce numéro d'*Interchange*, il est temps pour le gouvernement de faire un nouveau pas vers un système plus commercial pour la production de céréales. Un cadre commercial, qui

fournit les bonnes incitations pour stimuler la productivité, l'investissement et l'innovation, a fait ses preuves dans tous les secteurs – chemins de fer, ports et voie maritime. On a bien fait de redonner aux producteurs de

céréales la liberté de commerce par une modification législative à la Commission canadienne du blé. La prochaine étape sera d'éliminer les obstacles à l'investissement et à l'innovation dans la chaîne d'approvisionnement. ■



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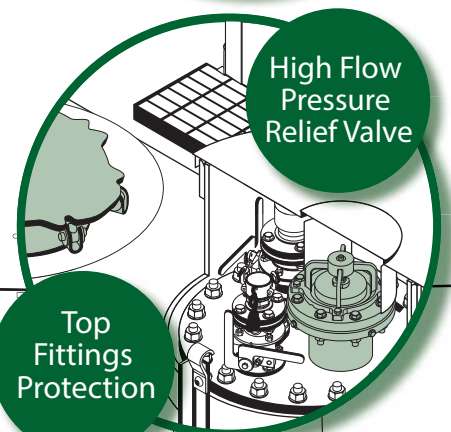
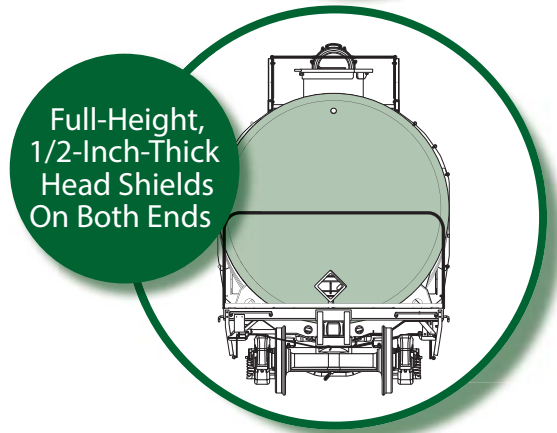
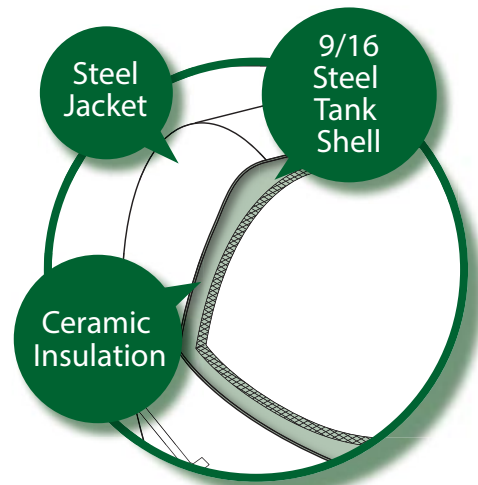
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Remove your cap

How the revenue cap on grain movements discourages investment

Canada's railways want the federal government to eliminate the cap on revenues that they can earn from export grain shipments, saying that it curtails innovation and discourages the supply chain from investing in capacity to efficiently move more grain.

The Maximum Revenue Entitlement (MRE) – also known as the revenue cap – places a maximum ceiling on the revenue that Class I railways, CN and CP, can earn for shipping western grain destined for export in any crop year, based on volume and length of haul.

The industry argues that Grain Handling and Transportation System (GHTS) policy should promote efficiency incentives, rather than regulate railway revenues for grain. A regulated approach to railway grain pricing poses negative consequences for the broader supply chain now and well into the future, it says.

"A commercial framework would level the playing field for all Canadian shippers and provide the right incentives for long-term growth," says Michael Bourque, President and CEO of the Railway Association of Canada.

The MRE was created in 2000 to replace maximum freight rates and provide shipping price-protection for farmers. At its time it was viewed as a progressive step forward and a significant improvement to the Crow Rate regime, a period when railways reduced railway rates for export grain in exchange for government subsidies. However, it was introduced as a temporary measure and railways now believe it's time to move forward and modernize the GHTS.

Bourque points out that CN and CP have provided service to grain shippers at a very low rate for more than a decade while the revenue cap has lagged behind cost increases.

Between 2001 and 2013, grain rates have grown less than inflation as measured by the Consumer Price Index, and have consistently been lower than the average rates for all other commodities, on a revenue per revenue tonne-kilometre basis.

Grain movement by rail was front and centre during the 2013-2014 winter that brought a perfect storm of unusually harsh weather and the largest grain crop in 100 years. The combination resulted in well-publicized transportation bottlenecks across the country.

Critics suggested that those delays were due to a lack of investment, capacity, preparedness, and effort on the part of Canada's railways.

The industry maintains that it has shown its ability to increase capacity to support the grain sector. Canada's railways spent more than \$890 million on track improvements alone in 2013. During 2013-2014, they also had the assets and resources needed to surge in the fall and spring to move Canada's largest-ever bumper crop to market. Their contribution enabled Canada's grain supply chain to set all-time records, and to bring Canada's grain supply back to a normal level within a little over a year.

But grain production in Prairie Canada is highly volatile, and there's no incentive for companies to



Supprimez le plafond

Comment un plafond sur le revenu du mouvement du grain décourage l'investissement

Les chemins de fer du Canada veulent que le gouvernement fédéral élimine le plafond imposé aux revenus provenant du grain d'exportation, soutenant que cela freine l'innovation et dissuade la chaîne d'approvisionnement d'investir dans l'augmentation de la capacité de transporter de plus gros volumes de façon plus efficace.

Le revenu admissible maximal (RAM) – aussi appelé plafond du revenu – impose un plafond maximal aux revenus que les chemins de fer de classe I, le CN et le CP, peuvent gagner quand ils transportent du grain de l'Ouest destiné à l'exportation au cours d'une année de récolte, selon le volume et la longueur du trajet.

L'industrie soutient que la politique sur le système de manutention et de transport du grain (SMTG) devrait offrir des

incitatifs à l'efficacité au lieu de réglementer les revenus tirés du grain par les compagnies ferroviaires. La réglementation des prix du grain transporté par rail a des conséquences négatives sur l'ensemble de la chaîne d'approvisionnement, aujourd'hui et à plus long terme.

« Un cadre commercial rendrait les conditions égales pour tous les expéditeurs canadiens et créerait les incitatifs requis pour une croissance durable », dit Michael Bourque, le président-directeur général de l'Association des chemins de fer du Canada.

Le RAM a été établi en 2000 afin de remplacer les tarifs marchandises maximaux et d'offrir une protection du prix du transport aux agriculteurs. À l'époque, cela était considéré comme un pas en avant et une amélioration majeure du régime du Nid-de-corbeau, selon lequel les chemins de fer réduisaient les tarifs de transport pour le grain d'exportation en échange de subventions gouvernementales. C'était toutefois une mesure temporaire, et les chemins de fer croient qu'il est temps d'aller de l'avant et de moderniser le SMTG.

M. Bourque souligne que depuis plus de dix ans, le CN et le CP offrent des services à des tarifs très bas, alors que le plafond du revenu ne suit pas l'augmentation des coûts.

Entre 2001 et 2013, les tarifs du grain ont augmenté à un taux inférieur à l'inflation, selon l'indice des prix à la consommation, et ont été inférieurs aux taux moyens des autres produits de façon constante, selon le produit par tonne-kilomètre commerciale.

Le transport ferroviaire du grain a été à l'avant-plan pendant l'hiver 2013-2014, alors que nous avons connu la combinaison parfaite d'un temps inhabituellement froid et de la plus grosse récolte en cent ans. Cette combinaison a créé des goulots d'étranglement qui ont ralenti le transport, partout au pays, ce dont les médias ont amplement parlé.

Selon certains critiques, ces retards étaient dus à un manque d'investissements, de capacité, d'état de préparation et d'efforts de la part des chemins de fer canadiens.

L'industrie soutient qu'elle a démontré qu'elle peut augmenter sa capacité de transport du grain. Les chemins de fer ont dépensé plus de 890 millions de dollars pour améliorer les voies ferrées en 2013 seulement. En 2013-2014, ils avaient également les biens et les ressources requis pour transporter vers le marché les récoltes exceptionnelles à l'automne et au printemps. Leur contribution a permis à la chaîne d'approvisionnement d'établir des records de tous les temps et de ramener l'approvisionnement à la normale en l'espace d'un peu plus d'un an.



Photo : CP

invest in more surge capacity without a return on investment, says Hedley Auld, CN's Senior Manager of Canadian grain.

Seasonal peak capacity for cars, crews or locomotives requires railways to incur additional costs well in advance, yet the railways cannot expect to recover these investment costs under the revenue cap, he says.

"To have surge capacity available in reserve to ramp up to meet an unexpected demand peak, such as in a record year, requires making investments and financing ahead of time in long-lived assets," says Auld. "But the cost of investing can't be hedged or recovered because the revenue is capped every year by the volume actually moved."

Auld also argues that "excess revenues can't be kept, so the railways bear all the costs and downside risks from multi-year capacity investments. Investments would be stranded if the peak volumes don't return in subsequent years."

Canada's railways would like to operate in a commercial framework that encourages innovative supply chain collaboration.

Jarad Farmer, CP's Managing Director of Bulk, says that regulating prices and service on one link in a multi-faceted supply chain won't create the efficiency required to handle growth required in the future.

"Inefficiencies at the ports can have a serious impact on rail productivity but that can't be addressed through more regulation on the railways," says Farmer. "CP has stressed, and will continue to stress, that the Canadian grain supply chain must operate on a 24/7 basis to support balanced pipelines, reduce congestion and drive velocity."

Innovative supply chain solutions include a modern hopper car fleet and the containerization of more grain, among others, say Bourque.

The industry will highlight these solutions, as well as bring some fresh perspectives on the revenue cap, as part of its submission to the Canada Transportation Act Review, he says.

"This Review provides an opportunity to assess the relevancy and effectiveness of the MRE, and to challenge whether it provides the right conditions for developing a world-class grain supply chain in the long term." ■



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Cependant, la production céréalière dans les Prairies est très volatile, et rien n'incite les compagnies à investir dans une capacité de pointe accrue sans un rendement de l'investissement, explique Hedley Auld, le directeur principal, Céréales, du CN.

Il ajoute que la capacité de pointe saisonnière des wagons, des équipes ou des locomotives oblige les chemins de fer à engager des frais additionnels bien à l'avance, sans s'attendre à récupérer ces coûts en raison du plafond du revenu.

« Si nous voulons avoir une capacité de pointe en prévision d'une demande inattendue, par exemple pendant une année record, nous devons faire des investissements dans les actifs à long terme bien à l'avance, dit M. Auld. Cependant, le coût de ces investissements ne peut pas être couvert ou récupéré parce que le revenu est plafonné chaque année en fonction du volume transporté. »

M. Auld soutient également que « l'excédent des revenus ne peut pas être gardé, et les chemins de fer doivent donc supporter tous les coûts et les risques de perte liés aux investissements dans la capacité. Ces investissements seront perdus s'il n'y a pas de volume de pointe les années suivantes ».

Les chemins de fer canadiens aimeraient fonctionner dans un cadre commercial qui encourage une collaboration novatrice le long de la chaîne d'approvisionnement.

Selon Jarad Farmer, le directeur général, Vrac, du CP, la réglementation des prix et des services sur un seul maillon d'une chaîne d'approvisionnement à multiples facettes ne permettra pas d'avoir l'efficacité nécessaire pour soutenir la croissance requise à l'avenir.

« L'inefficacité aux ports peut avoir de graves conséquences sur la productivité ferroviaire, mais on ne pourra pas régler ce problème en imposant une réglementation accrue aux chemins de fer, dit M. Farmer. Le CP tient à rappeler que la chaîne d'approvisionnement du grain au

Canada doit fonctionner 24 heures sur 24, sept jours sur sept, pour soutenir l'équilibre des pipelines, réduire la congestion et augmenter la rapidité. »

Des solutions novatrices sont entre autres un parc de wagons-trémies moderne et la mise en conteneur d'une plus grande quantité de grain, soutient M. Bourque.

L'industrie va mettre ces solutions en lumière et donner de nouvelles

perspectives sur le plafond du revenu dans le mémoire présenté dans le cadre de l'examen de la *Loi sur les transports au Canada*, ajoute-t-il.

« Cet examen offre l'occasion d'évaluer la pertinence et l'efficacité du RAM, et de nous demander s'il offre les conditions appropriées pour développer une chaîne d'approvisionnement de classe mondiale à long terme. » ■

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Training Wheels

RAC acquires CCPX 911 training car

The Railway Association of Canada (RAC) started off 2015 with a new tool to help spread its rail safety message. In January, RAC became the new owner of the CCPX 911 safety training tank car – better known as the Safety Train.

CCPX 911 is a general-purpose railway tank car that was converted into a classroom on wheels back in 1990 by the Chemistry Industry Association of Canada (CIAC). For decades, CIAC's TRANSCAER® program has used the tank car to educate Canadians about the safe transportation of dangerous goods, and to provide essential training to first responders – an initiative RAC has played a key role in over the years. Now, as the owner of CCPX 911, RAC plans to continue the tradition.

"We are not really going to change its usage in any drastic way from the way the CIAC used it," says Andy Ash, RAC's Director of Dangerous Goods and one of the many RAC volunteers that's used CCPX 911 as a teaching tool over the years. "What we are going to do is use it to train mostly first responders out there – fire departments, police departments and EMS [emergency medical services]."

Even though RAC is now in charge of the Safety Train, Ash says using it to educate the public and first responders about the safe transportation of dangerous goods will continue to be a group effort. "It is a combination of railways, shippers, and emergency response contractors," explains Ash. "That way you get all the different angles. We have done it that way for years and we are going to continue to do that."

The Safety Train will begin its annual trek across Canada in 2015 and serve as an "ambassador" for RAC's safety program. In each community, the



For decades, CIAC's TRANSCAER® program has used the tank car to educate Canadians about the safe transportation of dangerous goods, and to provide essential training to first responders – an initiative RAC has played a key role in over the years.

Train de la sécurité

L'ACFC achète le wagon-école CCPX 911



Pendant des décennies, le programme TRANSCAER^{MD} a utilisé cette salle de cours originale pour éduquer les Canadiens à la sécurité des transports de produits dangereux et pour donner une formation de base aux premiers intervenants. Au cours des années, l'ACFC a joué un rôle de plus en plus important dans cette initiative.

Pour bien débiter l'année 2015, l'Association des chemins de fer du Canada (ACFC) s'est dotée d'un nouveau « véhicule » afin de diffuser son message sur la sécurité ferroviaire. En janvier, l'ACFC est devenue le nouveau propriétaire du CCPX 911 qui est un wagon-citerne converti en salle de cours et d'exposition, connu sous le nom de *Train de la sécurité*.

Le CCPX 911 a été transformé en 1990 pour répondre aux besoins de l'Association canadienne de l'industrie de la chimie (ACIC). Pendant des décennies, le programme TRANSCAER^{MD} a utilisé cette salle de cours originale pour éduquer les Canadiens à la sécurité des transports de produits dangereux et pour donner une formation de base aux premiers intervenants. Au cours des années, l'ACFC a joué un rôle de plus en plus important dans cette initiative. Aujourd'hui, en tant que propriétaire du CCPX 911, l'ACFC envisage de continuer la tradition.

« Nous n'avons pas l'intention de changer sensiblement la manière dont l'ACIC utilisait le CCPX 911 », a déclaré Andy Ash, directeur des marchandises dangereuses au sein de l'ACFC. « Nous l'utiliserons encore pour la formation des premiers intervenants, surtout les services d'incendie, les services de police et les services médicaux d'urgence. »

L'ACFC compte aussi utiliser le train pour l'éducation du public et des autres intervenants. « Il s'agit de sensibiliser le personnel des chemins de fer, les expéditeurs et les intervenants d'urgence, explique Andy Ash, ce qui nous permet d'avoir des points de vue différents. »

En 2015, le Train de la sécurité entreprendra son périple annuel d'ambassadeur du programme de sécurité de l'ACFC dans tout le Canada. Dans chaque communauté visitée, des

outreach event and training program will be tailored according to what the municipality wants. But at every stop along the way, the overall message will be the same – safety is paramount for the railway industry.

“We feel this car is an excellent tool to reassure the public that the railways are constantly working to improve on safety,” says Ash. “We know we run through these host communities and we want to make sure we are safe doing it. So this is a great tool for us to get out there into the public and just spread the word.” ■



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événements de sensibilisation et des programmes de formation seront offerts selon les désirs des municipalités. À chaque étape, le message général sera le même : la sécurité est la première préoccupation de l'industrie des chemins de fer.

« Nous pensons que c'est un excellent instrument pour rassurer le public et faire connaître nos efforts de renforcement de la sécurité, conclut Andy Ash. Le CCPX 911 est un excellent outil qui nous permet de rencontrer la population et de diffuser notre message. » ■

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Culture 'Shop

RAC participates in safety culture workshops across Canada

Canada's railway industry is working on improving its safety culture, thanks to a series of workshops held by the Railway Association of Canada (RAC). The workshops took place in six cities across the country – Vancouver, Calgary, Saskatoon, Toronto, Montreal and Halifax. The idea behind them was to give Canada's railways the tools they need to strengthen safety culture.

Under Canada's *Railway Safety Act*, companies must have a Safety Management System (SMS) in place. But Mike Lowenger, the RAC's Vice President of Operations and Regulatory Affairs, says that an SMS alone isn't enough. He believes that to really improve safety, railway companies must also buy-in to the idea of safety culture.

"The big thing I think a lot of people don't realize is that a safety management system is a framework," says Lowenger. "But the framework is only as good as the people that carry it out. And that is the safety culture part."

"I think that was what the big takeaway [from the workshops] was – that if we want



Photo : Sue Siri

Culture et sécurité

L'ACFC tient partout au Canada des ateliers sur la culture de la sécurité

*"Bringing the message straight to the leadership
is key to promoting a positive safety culture,"
says Mark Fleming, the CN Professor of Safety
Culture at Saint Mary's University, and the main
presenter at the workshops.*

*Le fait de faire passer les messages directement
au niveau des cadres supérieurs est essentiel
pour implanter une culture de la sécurité
proactive, explique Mark Fleming, professeur
CN en culture de la sécurité à l'Université
Saint Mary's, et principal présentateur
de ces ateliers.*



Photo : Daniel Blais

Le secteur ferroviaire

du Canada travaille à améliorer sa culture de la sécurité grâce à une série d'ateliers organisés par l'Association des chemins de fer du Canada (ACFC). Ces ateliers se sont tenus dans six villes : Vancouver, Calgary, Saskatoon, Toronto, Montréal et Halifax.

La *Loi sur la sécurité ferroviaire* impose aux compagnies de chemin de fer de mettre en place un système de gestion de la sécurité (SGS). Mike Lowenger, vice-président de l'exploitation et des affaires réglementaires de l'ACFC est d'avis que le SGS n'est pas suffisant. Encore faut-il implanter une culture de la sécurité.

« Je pense que beaucoup de gens n'ont pas réalisé qu'un système de gestion de la sécurité n'est qu'une coquille réglementaire, dit-il. Il ne vaut qu'en fonction des motivations des gens chargés de la mettre en œuvre et c'est cet aspect que j'appelle la culture de la sécurité.

« Je pense que l'idée maitresse de notre initiative était de faire comprendre que le bon fonctionnement des SGS rime avec une bonne culture de la sécurité dans nos organisations. »



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"I think that was what the big takeaway [from the workshops] was – that if we want safety management systems to work, we have to have good safety culture within our organizations."



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safety management systems to work, we have to have good safety culture within our organizations."

More than 100 mid-and high-level executives representing Class I, local and regional, and passenger railways, took part in the six half-day sessions in November 2014. The sessions went over their role in safety culture and provided



« Je pense que l'idée maitresse de notre initiative était de faire comprendre que le bon fonctionnement des SGS rime avec une bonne culture de la sécurité dans nos organisations. »

Plus d'une centaine de cadres intermédiaires et de haut niveau, représentant les chemins de fer de classe I, locaux et régionaux, ainsi que le transport des voyageurs, ont participé à l'une de ces six séances d'information en novembre 2014.

Mike Lowenger explique que l'ACFC a décidé de concentrer ses efforts sur les leaders des entreprises ferroviaires pour s'assurer que tous adhèrent à cette conception. « Il n'était pas possible de commencer au bas de l'échelle, car ce genre de décision relève généralement de la direction. »

« Le fait de faire passer les messages directement au niveau des cadres supérieurs est essentiel pour implanter une culture de la sécurité proactive », explique Mark Fleming, professeur CN en culture de la sécurité à l'Université Saint Mary's, et principal présentateur de ces ateliers.

Mais pour faire évoluer la situation, les leaders de l'industrie ferroviaire au Canada doivent comprendre ce qu'est la culture de la sécurité et comment y contribuer. C'était l'objectif de ces ateliers et, selon Mike Lowenger, il a été atteint.

« Tout le monde pense savoir en quoi consiste la culture de la sécurité, mais quand on interroge les gens et qu'on leur demande une définition, ils n'ont pas grand-chose à dire.

« C'est pourquoi lors des ateliers, M. Fleming a mis les choses au clair en parlant de son expérience et en donnant des exemples pour s'assurer que les gens comprennent de quoi il s'agit, perçoivent leur rôle et sachent comment appliquer cette culture. » ■

concrete strategies to help implement and grow safety culture within their respective companies.

Lowenger says the RAC decided to concentrate on the industry's leaders to ensure greater buy-in.

"There is no sense in starting from the bottom when this is something that you do from the top down," says Lowenger.

Bringing the message straight to the leadership is key to promoting a positive safety culture, says Mark Fleming, the CN Professor of Safety Culture at Saint Mary's University, and the main presenter at the workshops.

"They are the people that set the tone," says Fleming. "They are the people that set the priorities for the

organization. They are the individuals who are going to be critical to making any changes happen and work in practice."

But to make those changes, the leaders of Canada's railway industry need to understand what safety culture is and how it can help them. Lowenger says that is what these workshops achieved.

"Everybody thinks they know what safety culture is, but when you ask them to define it there is sort of a blank stare," says Lowenger.

"So Dr. Fleming was able to put some words and experience and examples together to make people understand what it is, let you know when you get it, and how to get it." ■

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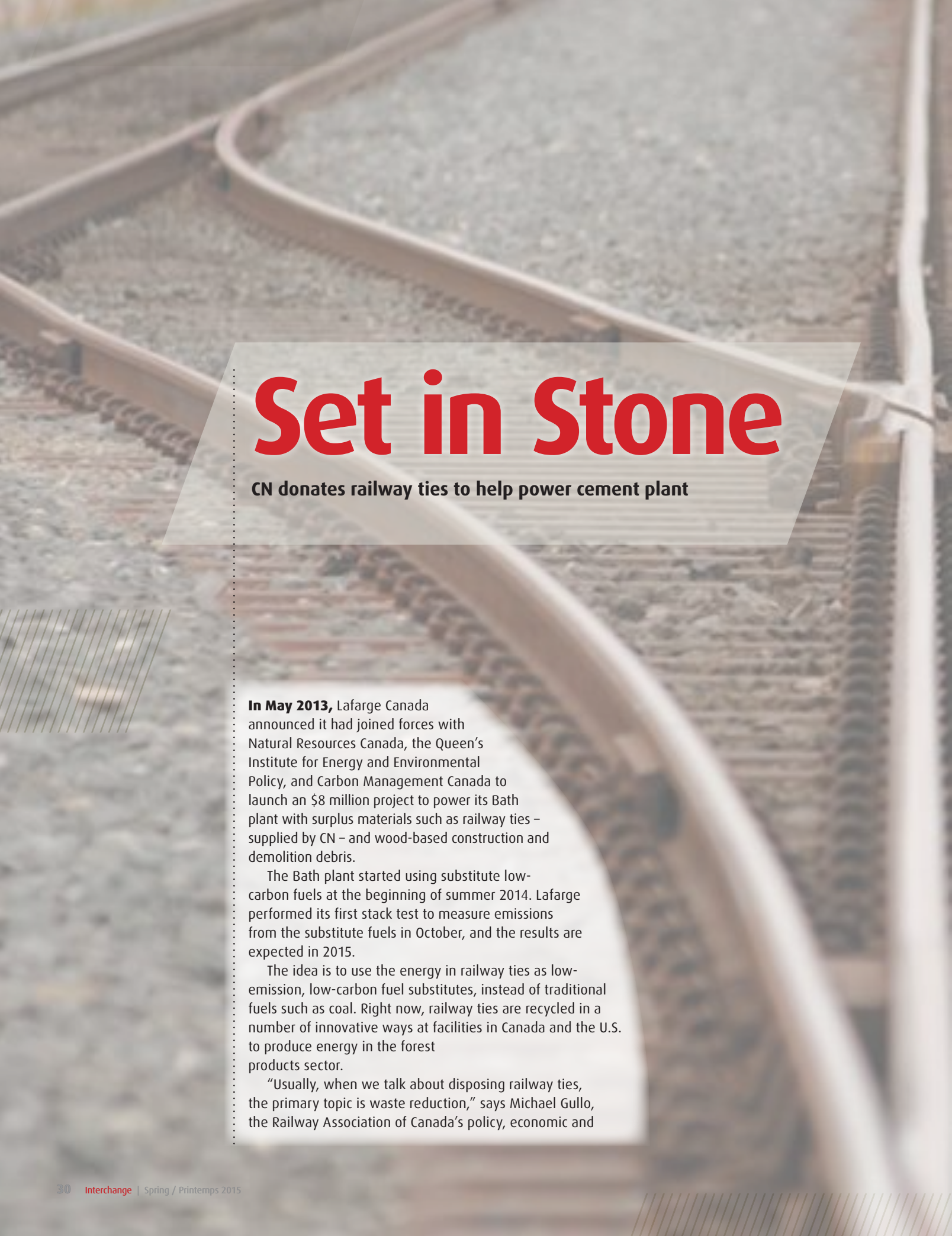
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Set in Stone

CN donates railway ties to help power cement plant

In May 2013, Lafarge Canada announced it had joined forces with Natural Resources Canada, the Queen's Institute for Energy and Environmental Policy, and Carbon Management Canada to launch an \$8 million project to power its Bath plant with surplus materials such as railway ties – supplied by CN – and wood-based construction and demolition debris.

The Bath plant started using substitute low-carbon fuels at the beginning of summer 2014. Lafarge performed its first stack test to measure emissions from the substitute fuels in October, and the results are expected in 2015.

The idea is to use the energy in railway ties as low-emission, low-carbon fuel substitutes, instead of traditional fuels such as coal. Right now, railway ties are recycled in a number of innovative ways at facilities in Canada and the U.S. to produce energy in the forest products sector.

"Usually, when we talk about disposing railway ties, the primary topic is waste reduction," says Michael Gullo, the Railway Association of Canada's policy, economic and

Gravé dans la pierre

Le CN fait don de ses vieilles traverses pour alimenter une cimenterie

En mai 2013, Lafarge

Canada a annoncé qu'elle s'associait aux efforts de Ressources naturelles Canada, du Queen's Institute for Energy and Environmental Policy et de Carbon Management Canada pour lancer un projet de 8 millions de dollars en vue de recycler divers déchets de bois pour chauffer sa cimenterie de Bath. Ces déchets comprennent de vieilles traverses de chemin de fer – fournies par le CN – et des débris de bois issus de la construction et de la démolition.

L'usine de Bath a commencé à brûler des combustibles à faible teneur en carbone au début de l'été 2014. Depuis le mois d'octobre, Lafarge mesure la composition de ses gaz de cheminée et les résultats devaient être connus en 2015.

L'idée de départ est d'utiliser des traverses de chemin de fer comme combustible à faibles émissions, en remplacement des sources traditionnelles, comme le charbon, comme cela se fait déjà dans le secteur des produits forestiers.

« En général, quand nous parlons d'éliminer les traverses hors d'usage, la principale préoccupation est la réduction des déchets, explique Michael Gullo de l'ACFC. Cette initiative va au-delà, car elle permet d'identifier des applications nouvelles. Non



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environmental affairs director. "This initiative is more than that because it's about identifying innovative ways to transition towards a low-carbon economy. Not only is the industry reducing its waste, it's reducing the use of coal at cement plants."

seulement elle permet à l'industrie de réduire ses déchets, mais elle évite d'avoir à brûler du charbon dans la cimenterie. »

« Le processus a débuté lorsque Rail Link, a rencontré Lafarge pour discuter du projet de granulation des traverses », se souvient Bruce



Photo : CN

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The process began when a rail service company called Rail Link met with Lafarge to discuss Lafarge's project, including its plan to use chipped crossties as fuel to reduce its CO₂ footprint, says Bruce Emberly, CN's supply manager of forest products and ballast.

"As Rail Link negotiated with Lafarge, it also approached us to discuss pricing and railway tie quantities," says Emberly.

"The companies decided that we, CN, would deliver the scrap ties and pay Rail Link to unload the cars. From there, Rail Link would chip the ties to a burnable dimension and supply the bulk raw material to Lafarge."

The Bath initiative will result in the most comprehensive testing ever done in Canada around fuel substitution, says Adam Auer, the Cement Association of Canada's director of sustainability and stakeholder relations.

"While fuel substitution is used extensively in Europe, it's not as familiar to Canadians," says Auer. "Lafarge's rigorous and transparent approach is important to communicating the significant environmental benefits of using low carbon fuels, like railway ties."

"In Ontario alone, achieving fuel substitution rates similar to what we see in Europe could reduce CO₂ emissions by upwards of 400,000 tonnes per year, so it's very significant."

The initiative is broader than just emission reduction, says Auer.

"Lafarge is looking at the entire lifecycle, measuring collection, processing, transportation and use of these fuels at every stage to quantify the environmental benefits versus our traditional fuels like coal and petroleum coke."

Lafarge's key focus is to demonstrate the environmental benefits of substitute fuels, says Regan Watts, Lafarge Canada's director of communications and public affairs.

"The purpose of the pilot is to demonstrate that these fuels emit less CO₂ than coal and petroleum coke," says Watts. "We have every expectation the stack test will demonstrate that using these fuels will help us achieve our overall goal of having more sustainable and environmentally friendly cement operations."

CN's involvement underlines its commitment to sustainability and its goal to minimize waste produced from its operations. In 2011 and 2012 it removed approximately 7.1 million rail ties from its rail lines and yards. Nearly 85 per cent of these ties were recycled for energy. ■

Emberly, responsable des approvisionnements du CN en produits forestiers et en ballast.

« Rail Link discutait déjà avec Lafarge, et elle nous a approchés pour discuter des prix et des quantités de bois disponibles, poursuit-il. Il a donc été décidé que le CN livrerait ses traverses réformées et paierait Rail Link pour le déchargement des wagons. Ensuite, Rail Link s'occuperait de réduire les traverses en granules. »

« L'initiative de Bath est la plus complète lancée au Canada pour l'utilisation de déchets comme combustible de substitution », indique Adam Auer, directeur du développement durable et des relations avec les actionnaires à l'Association canadienne du ciment.



« Ce genre de combustible de substitution est largement utilisé en Europe, mais c'est une première au Canada. L'approche de Lafarge est rigoureuse et transparente, ce qui facilite la compréhension des avantages environnementaux. »

« Rien qu'en Ontario, la substitution des combustibles permettrait de réduire les émissions de CO₂ de quelque 400 000 tonnes par an, ce qui est loin d'être négligeable. »

Mais l'initiative va au-delà de la réduction des émissions pour Adam Auer.

« Lafarge étudie l'ensemble du cycle de vie en vue de quantifier les avantages écologiques par rapport aux combustibles traditionnels, comme le charbon et le coke de pétrole. »

Pour Regan Watts, directeur des communications chez Lafarge Canada, la principale motivation de sa société est de démontrer l'intérêt de cette substitution sur le plan de l'environnement.

« L'objet de ce projet pilote est de montrer que cette solution innovatrice produit moins de CO₂ que le charbon et le coke, explique-t-il. Nous sommes convaincus que ces combustibles nous aideront à atteindre notre objectif global d'assurer un développement durable. »

La participation du CN s'inscrit dans le cadre de son engagement à encourager des initiatives durables et à réduire les déchets. En 2011 et en 2012, quelque 7,1 millions de traverses ont été enlevées des voies et des gares de triage. De ce nombre près de 85 % ont été recyclées dans des applications énergétiques. ■





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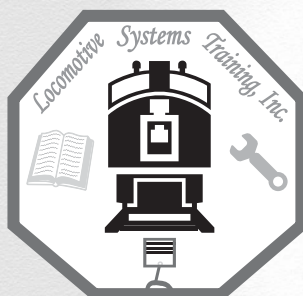
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