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of Canada

Association des chemins
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Winter / Hiver 2015

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How cold weather impacts railway operations

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Art Direction and Design Lead: Ivan Novotny (Taylor|Sprules)

Editor-in-chief: Alex Paterson

Contributors:
David Thomas
Sarah MacFadyen

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99 Bank Street, Suite 901
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Fax: 613.567.6726
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Editor: Rasha Slepov

Project Manager: Kim Davies

Marketing: Katie Doerksen

Publication Director: Trevor Perrault

Advertising Sales: Bill Biber, Tracy Goltsman,
Ralph Herzberg, Michael McDonald,
Megan Stanley, Maya Wisher

Layout & Design: Barry Senyk

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By/Par Michael Bourque

Facts — not politics — should shape Canada's grain transportation policy

Les faits, et seulement les faits, devraient guider la politique canadienne sur le transport du grain

Based on recent media coverage and comments by prairie politicians, it is clear that there is confusion around the so-called Fair Rail for Grain Farmers Act, and related quotas, as well as distortions aplenty about the railways' ability to move grain.

At the risk of suggesting that facts, and not politics, have anything to do with this legislation or the quotas, let me set the record straight about rail service during the past year.

The 2013-2014 grain crop was the largest ever by a large margin: almost 20 million metric tonnes larger than average, an increase larger than the amount of potash Canada exports in a year. All of this additional grain was destined for export — not for domestic consumption — (just because there is a record crop doesn't mean we all have a second bowl of Wheaties every morning). Essentially all export grain moves by rail.

As Canadians will know only too well, last year's winter was the coldest in 75 years. More than 7,000 properties in Winnipeg were at risk of frozen water or sewer pipes — in June! Further evidence of the "polar vortex" included the highest number, and highest percentage, of U.S. flight cancellations in more than 25 years (75,000 by four major carriers) and widespread ice coverage on the Great Lakes (92 per cent, the second-highest level on record).

Railways, like other outdoor operations, are affected by winter. In the depths of winter they are uniquely challenged due to the nature of their component technologies — steel wheels, steel rail, and long compressed air brake systems. No amount of legislation,

Selon la récente couverture médiatique et des propos tenus par des politiciens des Prairies, il est clair qu'une certaine confusion entoure la Loi sur le transport ferroviaire équitable pour les producteurs de grain et les quotas connexes, et qu'il y a une déformation massive quant à la question de la capacité des compagnies de chemin de fer de transporter du grain.

Au risque de laisser croire que les faits, et non pas la politique, influencent cette mesure législative ou les quotas, permettez-moi de rectifier le tir sur les services ferroviaires de cette dernière année.

Les récoltes en 2013-2014 ont été les plus importantes de l'histoire dans une large mesure : près de 20 millions de tonnes métriques de plus que la moyenne, une augmentation plus importante que la quantité de potasse exportée par le Canada en une année. Toutes ces marchandises additionnelles étaient destinées à l'exportation — et non pas à la consommation intérieure (des récoltes record ne signifient pas forcément que nous mangeons tous un deuxième bol de Wheaties tous les matins). Les exportations de grain sont essentiellement transportées par rail.

Comme les Canadiens le savent trop bien, l'hiver dernier a été le plus froid en 75 ans. Plus de 7 000 propriétés à Winnipeg ont risqué un gel des canalisations — en juin! D'autres preuves de ce « vortex polaire » sont entre autres le nombre — et le pourcentage — le plus élevé d'annulations de vols aux États-Unis en plus de 25 ans (75 000 annulations par quatre transporteurs majeurs) et le gel généralisé des Grands Lacs (92 pour cent, deuxième niveau le plus élevé).

Le transport ferroviaire, comme toutes les activités extérieures, est touché par l'hiver. Pendant les mois les plus froids, les compagnies ferroviaires font face à des défis uniques



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blame, fire or brimstone will change this fact. Nonetheless, this past winter, both CN and CP set records for moving grain. CP moved 16 percent more grain than ever before, a record which will hold for a considerable amount of time. Railways make a decent return on grain and we would have moved grain without quotas being set.

Apparently, quotas make such good politics that a simple quota system won't do. Now Regina MP Ralph Goodale is suggesting that the Order in Council needs to be re-jigged to "reflect sensitivity toward quality variability, corridors west, east, south and north, the needs of shortline operators and producer car shippers, and Canadian domestic consumers and processors, among others". Who needs commercial markets when you've got bureaucratic planners?

This approach, one that is an affront to all things market based, might make for good prairie politics. But, it's not a solution.

Instead, we must realize that, from farm to customer, we are dealing with ever-changing and evolving global supply chains. These supply chains include on-farm storage; trucks; roads; inland elevators and terminals; railways; export terminals and ports. Last year, it included the seaway and even icebreakers! We need to ask ourselves whether we are taking advantage of all the supply chain options to address the issues faced last winter. For example, if Asia is an important market, why are we not pre-positioning grain there, so that we can move it quickly when demand is high?

en raison de la nature de leurs technologies — roues en acier, rails en acier et systèmes de freinage pneumatiques à compression longue. Rien ne peut changer ce fait. Néanmoins, l'hiver dernier, le CN et le CP ont établi des records quant au transport du grain. Le CP a transporté 16 % de marchandises de plus que jamais auparavant, un record qui va faire date. Les compagnies de chemin de fer font un rendement correct sur le grain, et nous aurions transporté les marchandises sans l'établissement de quotas.

Il semble que les quotas sont si efficaces en politique qu'un simple système de quotas ne suffit pas. Le député de Regina Ralph Goodale laisse entendre que le décret doit être revu afin de « tenir compte de la sensibilité quant à la variabilité de la qualité, des corridors ouest, est, sud et nord, des besoins d'exploitants de chemins de fer locaux et d'expéditeurs de wagons, et des consommateurs et transformateurs canadiens, entre autres choses ». Qui a besoin de marchés commerciaux quand on a des planificateurs bureaucratiques ?

Cette approche, qui est un affront à tout ce qui touche le concept du marché, peut sembler une bonne politique pour les Prairies. Mais ce n'est pas une solution.

Nous devons plutôt comprendre que de la ferme au client, nous fonctionnons selon des chaînes d'approvisionnement mondiales toujours changeantes. Ces chaînes d'approvisionnement incluent l'entreposage à la ferme, des camions, des routes, des silos et des terminaux intérieurs, des chemins de fer, des terminaux d'exportation



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It is a fact that rail rates for grain have been largely flat, tracking inflation, for more than ten years. Today, the average rail rate to ship a tonne of grain from the Prairies to Vancouver is about \$35. Because of the "maximum revenue entitlement", these rates are also lower than the average for other commodities and have grown less than inflation. How can we encourage more investment in the grain supply chain?

One hopeful development is the review of the Canada Transportation Act, led by David Emerson. This is an opportunity to look at the bigger picture in a non-political way. Let's hope this review will lead us to decision making that is based in fact. ■

et des ports. L'année dernière, elles incluaient la voie maritime et même des brise-glace ! Nous devons nous demander si nous profitons pleinement de toutes les options offertes pour relever les défis rencontrés l'hiver dernier. Par exemple, si l'Asie est un marché important, pourquoi ne pas y positionner du grain à l'avance, de façon à pouvoir le transporter rapidement quand la demande est forte ?

C'est un fait que depuis plus de dix ans, les tarifs ferroviaires sont plutôt fixes, suivant l'inflation. Aujourd'hui, le tarif moyen pour expédier une tonne de grain des Prairies à Vancouver est d'environ 35 \$. En raison du « revenu admissible maximal », ces tarifs sont moins élevés que la moyenne et augmentent moins vite que l'inflation. Comment pouvons-nous encourager plus d'investissements dans la chaîne d'approvisionnement céréalière ?

Une mesure prometteuse est l'examen de la Loi sur les transports au Canada dirigé par David Emerson. C'est une occasion d'avoir une vue d'ensemble, sans influence politique. Espérons que cet examen permettra de prendre des décisions fondées sur des faits. ■

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The shape of winter

How cold weather impacts railway operations

An image of a freight train slicing through snow drifts, like the one accompanying this story, might give the impression that Canada's harsh winters have little effect on our country's railway industry. But while light snow may be no match for a 4400-horsepower, 200-tonne locomotive, cold weather has a very real and detrimental impact on railway operations.

Cold temperatures affect the most basic elements of railway technology. Rail steel, for example, tends to break in cold weather, making sub-zero temperatures — particularly dips below -25° C — hard on tracks, brakes, and wheels. Welded rails become less ductile, frozen gaskets leak air at brake-hose couplings, and ice crystals wear down wheel treads.

Frigid temperatures can also stall even the newest diesel-electric locomotives, whose traction motors, air compressors and engines are designed for more benign climates. This can result in a domino effect throughout the whole transportation supply chain. This was the case in 2014, when the "polar vortex" froze the Canadian prairies, bringing both railways and ports to a near halt.

The impact of extremely cold weather on railway operations is not due to lack of preparedness, effort or investment.

Canada's railways respond to extremely cold and snowy conditions by increasing track inspections so that they can catch any rail issues before problems arise. Rail companies also shorten trains and reposition locomotives within the train as a way to minimize the time it takes to charge

the brake system. And while these adaptations enable railways to continue safe operations even in extreme weather, they can reduce throughput.

The railway sector also invests heavily in renewing and maintaining its infrastructure, and this investment helps to mitigate the effects of winter.

Canada's railways spent \$961 million on track in 2012, and use innovative technologies to offset some of winter's most negative effects.

For example, railways use mobile ultrasound detectors to detect internal flaws in rails. This technology adds another line of safety defence, on top of the increased number of visual inspections performed during the winter months. This extra effort is important, as tremendous pressure is placed on the dime-sized "contact patch" of rail beneath a car wheel, and even a small layer of ice on the railhead can aggravate otherwise minor surface cracks.

Railways also use wayside "wheel impact load detectors" to monitor wheel roundness, so that wheels with pitted or "shelled" treads can be ordered for replacement at the next car shop, well before they crack.

Canada's Class I railways — CN and CP — have led the way in implementing technology to mitigate winter's impact and improve safety. CN, for example, uses trackside sensors, including 39 wheel-impact detectors, and has made improvements to its rolling stock, particularly its 2,000 locomotives.

In 2014, after the air compressors in some brand new GE locomotives succumbed to -40°C temperatures, CN and GE retrofitted them with a new

winter



type of compressor better suited for the extreme cold. These same winter-tested compressors will come factory-installed on 60 additional new GE locomotives entering CN service.

"CN has become the test bed for locomotive development," says Jim Danielwicz, Vice-President of CN's mechanical department. "That's because of Canadian weather, and the fact that we run more megawatt hours per year than any other railroad."

The technological advancements on locomotives go beyond air compressor upgrades. CN has added insulation to traction motors, blowers to keep snow out of generators, as well as shutters to divert snow from radiator intakes. It

Rigueurs de l'hiver

Comment le froid affecte les chemins de fer



Image courtesy of CN /Avec l'aimable autorisation du CN

L'image d'un train de marchandises fendant les bancs de neige, comme celle qui accompagne cet article, peut donner l'impression que les hivers rigoureux du Canada ont peu d'effet sur les chemins de fer. Mais alors que la neige légère est facilement chassée par une locomotive de 4400 chevaux et 200 tonnes, le froid a un impact très réel sur les activités ferroviaires.

Le froid affecte les éléments les plus fondamentaux de la technologie ferroviaire. L'acier à rail, par exemple, tend à se rompre par temps froid — en particulier en dessous de -25 °C — ce qui peut mettre à rude épreuve les voies, les freins et les roues. Les rails soudés deviennent moins ductiles, les joints

congelés laissent échapper de l'air et les cristaux de glace usent les roues.

Les températures glaciales peuvent également bloquer les locomotives diesels-électriques, même les plus récentes, dont les moteurs et compresseurs d'air sont conçus pour des climats plus cléments. Cela peut entraîner un effet domino sur toute la chaîne logistique. Ce fut le cas en 2014, lorsque le « vortex polaire » a gelé les Prairies canadiennes, paralysant pratiquement les ports et les chemins de fer.

L'impact du froid extrême sur l'exploitation ferroviaire n'est pas attribuable à un manque de préparation, d'effort ou d'investissement.

Les chemins de fer canadiens répondent aux froids extrêmes en multipliant les inspections de manière à déceler les problèmes avant qu'ils ne surviennent. Les compagnies ferroviaires réduisent également la longueur des trains et repositionnent les locomotives pour réduire le temps de freinage. Et tandis que ces adaptations permettent aux chemins de fer de poursuivre leurs activités, elles peuvent néanmoins réduire le débit.

Le secteur ferroviaire investit massivement dans le renouvellement et l'entretien de son infrastructure.

Les chemins de fer du Canada ont dépensé 961 millions de dollars dans leurs voies ferrées en 2012. Ils utilisent des technologies innovantes pour compenser certains des effets les plus négatifs de l'hiver.

Par exemple, les chemins de fer utilisent des détecteurs à ultrasons portables pour déceler les défauts internes des rails. Ils augmentent aussi le nombre d'inspections visuelles durant les mois d'hiver. Cet effort supplémentaire est important, puisqu'une énorme pression est exercée sur la « zone de contact » sous une roue de wagon.

Les chemins de fer utilisent également des « détecteurs de défauts de roues », de sorte que les roues fissurées puissent être remplacées avant de se fendre.

Le CN a fait appel à la technologie pour atténuer l'impact de l'hiver et améliorer la sécurité. Il possède le plus de capteurs de voie au Canada, dont 39 détecteurs de défauts de roues, et il a apporté des améliorations à son matériel roulant, en particulier ses 2 000 locomotives.

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also uses heaters to drain the dryers that condition compressed air before it enters the brake lines.

"Extreme cold is our biggest concern for locomotives because the cooling system can freeze up," says Danielwicz. "We don't use antifreeze because with 250 gallons of coolant, it would be too costly. If we don't keep the water flowing, it can cause a lot of internal damage to the diesel engine. Anything less than zero degrees, we keep the locomotives running."

Canadian Pacific's mechanical department has also refined its practices to ensure the safety and efficiency of its cold-weather operations, says Abe Aronian, a Senior Mechanical Engineer at CP. For example, CP performed more intensive brake tests on its trains during last winter's extreme temperatures.

"The tests took longer to perform, but they identified freight cars that would potentially have more difficulty in below-average weather," says Aronian.

"We also incorporated wayside detectors into the train brake efficiency assessment protocol, enabling employees to monitor air brake effectiveness while trains were in motion."

CP also gave special attention to the general health of locomotive air brake systems, assessing

Par exemple, après que les compresseurs d'air des nouvelles locomotives GE eurent succombé à des températures de -40 °C en 2014, le CN et GE les ont rénovées avec un nouveau type de compresseur. Ces mêmes compresseurs seront installés en usine sur les 60 prochaines locomotives GE.

« Le CN est devenu le banc d'essai pour le développement des locomotives », explique Jim Danielwicz, vice-président Mécanique du CN. « C'est en raison du climat canadien et du fait que nous comptons plus de mégawatts-heure par année que tout autre chemin de fer. »

Les progrès des locomotives vont au-delà des mises à niveau de compresseurs d'air. Le CN a ajouté de l'isolation aux moteurs de traction, des souffleuses pour empêcher la neige de pénétrer dans les génératrices et des volets pour protéger les prises de radiateur. Il utilise également des réchauffeurs pour drainer les dessiccateurs qui conditionnent l'air comprimé avant son entrée dans les conduites de frein.

« Le froid extrême est notre plus grande préoccupation parce qu'il peut geler le système de refroidissement, poursuit M. Danielwicz. Nous n'utilisons pas d'antigel, car il en faudrait 250 gallons ce qui serait trop onéreux. Si nous ne laissons pas couler l'eau, il peut y avoir beaucoup de dommages internes. Dès que la température plonge sous zéro, nous laissons les locomotives en marche. »

Le service de la mécanique du Canadien Pacifique a également amélioré ses pratiques, dit Abe Aronian, ingénieur en mécanique principal au CP. Par exemple, le CP a réalisé des tests de freinage plus intenses sur ses trains pendant les températures extrêmes de l'hiver dernier.

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everything from air compressors and dryers to main reservoirs. The railway implemented a list of new tests, inspections and modifications on its line-haul locomotive fleet as well, ensuring better locomotive air brake system performance.

Breakthroughs must come through supply chain collaboration

Canada's freight railways can't avoid winter, but they have the resources and capacity to deliver excellent service to customers, says Michael Bourque, President and CEO of the Railway Association of Canada. He says that breakthroughs must come through supply chain collaboration, and not through politics and commodity quotas.

"Better forecasting and inventory management between supply chain partners create a culture of no surprises," he says.

Last winter's below-average temperatures, combined with a 100-year record grain crop, left a backlog of grain on the Canadian prairies.

No network in the world can be expected to move that kind of increase on such short notice, says Bourque. He adds that the problem highlighted the need for a new level of supply chain connectedness.

"In the case of grain, are we able to build more terminal storage or at least more high-capacity storage off the farm so that we can move grain more quickly when required? If grain companies are seeing growth in Asia and South America, why are they not taking advantage of non-peak times to pre-position grain closer to their customer?" ■

« Les tests ont pris plus de temps, mais ils ont identifié les wagons qui pourraient avoir plus de difficultés, » poursuit M. Aronian.

« Nous avons également intégré des détecteurs en voie dans le protocole d'évaluation de l'efficacité des freins à air. »

Le CP a également accordé une attention particulière à la santé générale des systèmes de freinage à air des locomotives. Le chemin de fer a mis en place une liste de nouveaux tests, contrôles et modifications sur son parc de locomotives de transport de ligne.

Les avancées doivent venir grâce à la collaboration de la chaîne d'approvisionnement

Les chemins de fer du Canada ne peuvent pas éviter l'hiver, mais ils ont les moyens d'offrir un excellent service à la clientèle, a déclaré Michael Bourque, PDG de l'Association des chemins de fer du Canada. Il dit que les avancées doivent venir grâce à la collaboration de la chaîne d'approvisionnement, et non par la politique et le contingentement des marchandises.

« Une meilleure gestion des stocks entre les partenaires de la chaîne d'approvisionnement crée une culture sans surprises, » poursuit-il.

Les températures inférieures à la moyenne de l'hiver dernier, combinées avec une récolte record, ont causé des goulots d'étranglement dans les transports de céréales.

Aucun réseau dans le monde ne peut être tenu d'absorber à brève échéance un tel surcroît de volume, dit M. Bourque. Il ajoute que le problème a fait ressortir la nécessité d'un resserrement de la chaîne logistique.

« Dans le cas des céréales, sommes-nous en mesure de construire de plus grands silos afin de transporter le grain plus rapidement? Si les sociétés céréalieres connaissent une croissance en Asie et en Amérique du Sud, pourquoi ne profitent-elles pas des périodes creuses pour rapprocher leurs céréales des clients? » ■

1

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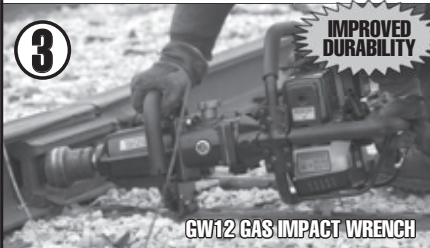
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East Coast culture

CN and St. Mary's University host first International Safety Culture Symposium

Photos by Sue Siri.

Railway industry representatives, regulators, academics and experts from across North America and Europe met in Halifax in October to discuss the importance of safety culture.

The first International Safety Culture Symposium was held at Saint Mary's University on Oct. 1 and 2. Hosted by CN and Saint Mary's, the idea behind the event was simple — get people talking about, and thinking about, how to promote safety culture.

"I work across a lot of industries — from oil and gas, to nuclear, to petrochemical — and all of them are struggling with safety culture to varying degrees," says Mark Fleming, one of the organizers of the symposium and the CN professor of safety culture at Saint Mary's. "All of them have slightly different expertise, or experience, working with it. So I thought it would be helpful to get a cross-industry group in a forum to talk about safety culture."

During the two days, 150 participants from Canada and the United States, as well as Austria and Ireland, shared best practices, trends, initiatives and current research about safety. Though the event was spearheaded by the railway industry, participants included representatives from the nuclear and energy sectors, as well as pipeline companies.

"This symposium is really about bringing everyone together — from broad industry, regulators,



Culture de la côte est

Le CN et l'Université Saint Mary's tiennent le premier symposium international sur la culture de la sécurité



Des représentants des chemins de fer, des organismes de réglementation, des universitaires et des experts d'Amérique du Nord et d'Europe se sont réunis à Halifax en octobre pour discuter de la culture de la sécurité.

Le premier symposium international sur la culture de la sécurité, organisé par le CN et l'Université Saint Mary's, a eu lieu à Halifax, les 1^{er} et 2 octobre. L'idée était très simple : faire parler et faire réfléchir les gens à propos de la promotion de la culture de la sécurité.

« Je travaille avec un grand nombre d'industries — du pétrole au gaz en passant par le nucléaire et la pétrochimie — et elles sont toutes aux prises avec la culture de la sécurité à des degrés divers », déclare Mark Fleming, professeur CN en culture de la sécurité à Saint Mary's. « Chacune a des niveaux différents d'expertise et d'expérience. Donc, je pensais que ce serait utile de former un groupe interindustrie pour parler de la culture de la sécurité. »

Pendant les deux jours, 150 participants du Canada, des États-Unis, d'Autriche et d'Irlande ont échangé sur les meilleures pratiques, tendances, initiatives et recherches actuelles. On comptait entre autres des représentants du nucléaire et de l'énergie, ainsi que des sociétés d'oléoducs.

« Ce symposium est vraiment une occasion de rassembler tout le monde — industrie, organismes

academics, unions — to learn and share about safety culture and how to strengthen it so we can support each other in our journey,” says Sam Berrada, CN’s general manager of safety and regulatory.

In recent years, a strong safety culture has been the foundation of many industries’ safety activities, especially those sectors that handle and transport dangerous goods. Many companies are dedicating significant attention and resources to strengthening their safety culture. Berrada, who also helped organize the symposium, thinks industry leaders must work together if they want to create a positive safety culture across North America.

“Since Lac-Mégantic, it has been apparent that when it comes to safety, the level of collaboration would benefit from going one notch higher,” says Berrada. “When it comes to safety it is really a joint effort — a joint venture — because safety is a win-win for everybody.”

Fleming admits that the benefits of a strong safety culture may be hard to see, but the threats of a poor safety culture — such as complacency or an acceptance of violating the rules — are often identified as contributing factors in many industrial accidents.



“The positive aspects of safety culture can act as a defense against those sorts of threats that can exist in any organization,” explains Fleming.

“If we take, for example, complacency, that threat, you can protect against it by having very good learning systems whereby you capture lots of information

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de réglementation, universitaires, syndicats — pour échanger sur la façon de renforcer la culture de la sécurité », a déclaré Sam Berrada, directeur général

de la sécurité et de la réglementation au CN.

Ces dernières années, une solide culture de la sécurité a été à la base des activités de nombreux secteurs dans le domaine de la sécurité, spécialement dans les secteurs qui manipulent et transportent des matières dangereuses. De nombreuses entreprises y consacrent des ressources considérables.

M. Berrada pense que les dirigeants de l'industrie doivent collaborer pour créer une culture de la sécurité positive en Amérique du Nord.

« La nécessité de hausser d'un cran le niveau de collaboration est évidente depuis Lac-Mégantic, dit-il. La sécurité doit faire l'objet d'un effort commun parce que toutes les parties y gagnent. »

M. Fleming reconnaît que les avantages d'une solide culture de la sécurité peuvent être difficiles à voir, mais les menaces d'une culture déficiente — comme la complaisance ou l'acceptation de la violation des règles — sont souvent identifiées comme des facteurs d'accident.

« Les aspects positifs de la culture de la sécurité peuvent agir comme une défense contre ce genre de menaces qui peuvent exister dans n'importe quelle organisation, poursuit M. Fleming. Prenons, par exemple, la complaisance. On peut la prévenir



en ayant de très bons systèmes d'information sur la gestion au quotidien de la sécurité. »

M. Fleming affirme que le symposium a donné aux leaders de l'industrie des idées et des actions visant à atténuer ces menaces et faire de la sécurité une réalité. Mais il dit qu'il n'y a pas seulement les chefs de file qui en ont bénéficié.

« Je pense que tout le monde est reparti avec une meilleure compréhension de la culture de la sécurité, conclut-il. Et je pense qu'ils sont repartis avec plus de passion pour la culture de la sécurité et pour l'amélioration de la sécurité. » ■



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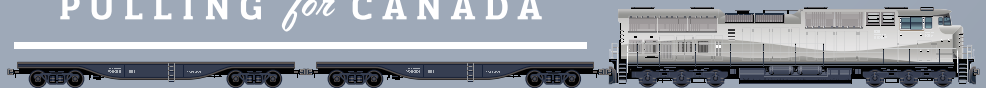
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about how safety is being managed on a regular basis.”

Fleming says the symposium provided industry leaders with ideas and actions to alleviate these threats and make safety a reality. But he says that it wasn't just industry leaders that benefited for the symposium.

“I think everybody would have walked away with a better understanding of safety culture,” he

says. “And I think they would have gone away with greater passion for safety culture and safety improvement.” ■



Sam Berrada, CN.



Michael Bourque, Railway Association of Canada/l'Association des chemins de fer du Canada.

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Clean Connexion

CN's EcoConnexions program, and its leader, recognized for sustainability

CN's rail yards are lot greener these days, thanks to *EcoConnexions*, the railway's three-year-old sustainability program. Now *EcoConnexions* is getting CN — and the woman behind the program — some recognition.

In September, Chantale Després, CN's Director of Sustainability, was one of the recipients of the 2015 Clean50 Award, which recognizes 50 people who are contributing to clean capitalism. Després is the project lead on *EcoConnexions*, which was named one of the Clean50 Top 15 projects for the year. Top 15 projects are selected because "they are innovative, they can inform — and they can inspire Canadians to do more."

"My personal philosophy about sustainability is that it has to be embedded into the corporate culture," says Després. "So this is really our grassroots, from-the-ground-up kind of way of engaging all CN employees and that really has been the mission from the start."



Chantale Després, CN.

CN launched *EcoConnexions* in 2011, in partnership with Earth Day Canada, to engage its 24,000 railroaders in environmental action and stewardship. The program focuses on supporting environmental projects in three areas: energy efficiency, reducing waste to

Connexion écologique

Le programme ÉcoConnexions du CN et sa dirigeante reconnus pour la durabilité

Les triages du CN sont beaucoup plus verts aujourd'hui, grâce à son programme *ÉcoConnexions* en vigueur depuis trois ans. Maintenant *ÉcoConnexions* apporte au CN — et à l'instigatrice du programme — une certaine reconnaissance.

En septembre, Chantale Després, première directrice Développement durable au CN, a été l'une des lauréates du prix Clean50 Award 2015, qui souligne le travail de 50 personnes ayant contribué au capitalisme propre. Mme Després est la chef de projet d'*ÉcoConnexions*, nommé au top 15 des projets Clean50. Ces 15 projets sont sélectionnés parce qu'ils « sont innovants, peuvent informer — et peuvent inciter les Canadiens à faire plus ».

« La durabilité doit être intégrée dans la culture d'entreprise, dit Mme Després. C'est notre façon de faire participer tous les employés du CN et c'est ce qui a constitué notre mission depuis le début. »

Le CN a lancé *ÉcoConnexions* en 2011, en partenariat avec Jour de la Terre Canada, pour faire participer ses 24 000 cheminots à l'action et à l'intendance en matière d'environnement. Le programme vise à soutenir des projets dans trois domaines : l'efficacité énergétique, la réduction des déchets enfouis et l'amélioration de l'entretien dans les triages et les bureaux du CN partout en Amérique du Nord.

À ce jour, le programme a été déployé dans 65 triages et l'objectif est d'atteindre les 100 dans les cinq premières années. Dans chaque triage, les organisateurs ont formé



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landfill and improving housekeeping at CN yards and offices across North America.

To date, the program has rolled out in 65 rail yards across North America and the goal is to reach 100 within the program's first five years. In each yard, organizers identify and train "EcoChampions" to take a lead role in implementing environmental improvements — changes such as replacing old air compressors or lighting, as well as introducing recycling programs, and imposing housekeeping.

"The Ecochampions are really the life of the program," explains Després. "In the training sessions we work with them on an action plan. They are there to engage the employees in the yard and transmit the message and get them to participate."

In three years, the program has produced some impressive results. At the 65 participating yards, the initiative has lead to an approximate 90 per cent



Claude Mongeau, CN.

des « ÉcoChampions » appelés à mettre en œuvre des améliorations environnementales : des changements comme le remplacement des compresseurs d'air ou de l'éclairage, ainsi que l'introduction des programmes de recyclage.

« Les ÉcoChampions sont vraiment la cheville ouvrière du programme, explique Mme Després. Au cours des séances de formation, nous travaillons avec eux sur un plan d'action. Ils sont là pour faire participer les employés et transmettre le message. »

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Thanks to a partnership with BC Hydro and a collaboration with CN's facility maintenance team at Thornton yard, in Surrey, B.C., Després says CN has improved energy efficiency by more than 20 per cent simply by replacing the yard's energy "culprits" — including the lighting and air conditioning systems and old air compressors. The improvements have reduced the yard's energy bill by more than \$180,000 per year.

"We've had a lot of really low-hanging fruit projects," says Després. "There is a lot of really good work yet to be done. Once we are all really energy efficient and people are recycling, then we will give some thought to what the next evolution of the program will be." ■

En trois ans, le programme a produit des résultats impressionnants. Dans les 65 triages participants, l'initiative a réduit d'environ 90 % le volume de déchets envoyés aux sites d'enfouissement. Les projets d'entretien ont rapporté des économies et rendu le travail plus sûr.

Grâce à un partenariat avec BC Hydro et à une collaboration avec l'équipe de l'entretien du triage Thornton, à Surrey, en Colombie-Britannique, le CN a amélioré l'efficacité énergétique de plus de 20 % juste en remplaçant l'éclairage, les systèmes de climatisation et les vieux compresseurs d'air. Les améliorations ont permis de réduire la facture énergétique de plus de 180 000 \$ par an.

« Nous avons mené beaucoup de projets évidents, dit Mme Després. Il y a encore beaucoup de travail à faire. Nous allons faire le point une fois que nous serons tous vraiment économes en énergie et que les gens recycleront. » ■



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Canadian Rail Summit 2014

Industry leaders gather in Montreal for CRS 2014

Sommet du rail du Canada 2014

Les leaders de l'industrie se réunissent à Montréal pour le SRC 2014

Safety, supply chain collaboration and sustainability were at the forefront of September's 2014 Canadian Rail Summit at the Palais des congrès in Montreal.

CN President and CEO, Claude Mongeau, gave the keynote address at the opening plenary session. His speech focused on the railway sector's solid record of improving its overall safety performance and its unwavering commitment to achieving further safety gains.

"As an industry, we've made real, meaningful safety progress but we're never satisfied with the status quo," Mongeau said. "And today I am pleased to see the strong collaboration across the North American rail industry to achieve still greater gains in safety."

Railways are required to move the dangerous goods that are essential to Canadians, Mongeau added.

"The safe transportation of freight, particularly dangerous goods, is an imperative for the rail industry and inextricably linked to the social contract between railways and the communities through which they operate."

The summit featured sessions on trends and technologies impacting the industry. Panelists discussed railway-community proximity issues, emerging passenger rail sector technologies, supply chain competitiveness, as well as Safety Management Systems and safety culture.

The proximity panel set the stage for the presentation of the Merrill Henderson Award for leadership in community-railway proximity awareness. The City of Montreal was named the first-ever recipient of the award for its proactive approach in identifying and planning for new residential developments in proximity to railway operations.

Michael Bourque, Railway Association of Canada/Association des chemins de fer du Canada. All photos by Ron Levine/Photos : Ron Levine.

La sécurité, la collaboration logistique et la durabilité ont été à l'avant-plan du Sommet du rail du Canada tenu en septembre 2014 au Palais des congrès de Montréal.

Dans son discours d'ouverture, le président-directeur général du CN, Claude Mongeau, a décrit les avancées du secteur ferroviaire en matière de sécurité et son engagement inébranlable à réaliser de nouveaux gains dans ce domaine.

« Notre industrie a fait de réels progrès en matière de sécurité, mais nous ne sommes jamais satisfaits du statu quo, a déclaré M. Mongeau. Je suis heureux de constater la collaboration qui règne dans l'industrie ferroviaire nord-américaine dans le domaine de la sécurité. »

Les chemins de fer doivent transporter des matières dangereuses qui sont essentielles pour les Canadiens, a ajouté M. Mongeau.

« La sécurité du transport de marchandises, spécialement dans le cas des matières dangereuses, est un impératif inextricablement lié au contrat social entre les chemins de fer et les localités où ils mènent leurs activités. »

Le sommet comportait des séances sur les tendances et les technologies touchant l'industrie. Les panélistes

ont discuté des questions de proximité entre les collectivités et les chemins de fer, des technologies émergentes dans le transport de voyageurs, de la compétitivité de la chaîne d'approvisionnement ainsi que des systèmes de gestion de la sécurité.

Ce sommet a ouvert la voie pour la remise du Prix Henderson Merrill pour le leadership dans la sensibilisation à la proximité. La Ville de Montréal a été la première récipiendaire du prix pour son approche proactive dans la planification des



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Anie Samson, Montreal city councillor and chair of the city's public-safety committee, accepted the award on the city's behalf from FCM-RAC Proximity Initiative Co-Chair, Sean Finn.

"We consider the City of Montreal to be a role model for other municipalities across the province and country," said Finn. "We expect that they will influence municipalities large and small to see the value of adopting the guidelines and recognize that, by building better today, we will avoid conflicts in the future."

The award recognizes the contribution of individuals, groups,



Claude Mongeau, CN.

quartiers résidentiels à proximité des chemins de fer.

Montréal est la première municipalité au Québec à avoir adopté les Lignes

directrices applicables aux nouveaux aménagements à proximité des activités ferroviaires élaborées par l'Initiative sur les questions de voisinage de la

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municipalities, or railways in the promotion of the FCM-RAC guidelines.

"I knew Merrill and worked with him on the FCM Rail Safety Working Group," said FCM-RAC Proximity Initiative Co-Chair, Doug Reycraft. "His commitment to community and railways inspired us to create this award in his name following his passing in March 2014."

Subsequent panels focusing on emerging technologies in passenger rail, as well as safety management systems (SMS) and safety culture, featured representatives from Canada's freight and passenger railways, while the supply chain competitiveness panel added experts from the Montreal Port Authority and Walmart Canada.

For the first time, the bi-annual conference partnered with the U.S.-based Railway Supply Institute's



From left/de g. à dr. : Cynthia Lulham (Proximity Initiative/Voisinage), Sean Finn (CN), Anie Samson (mayor/maire de Villeray-Saint-Michel-Parc-Extension), Doug Reycraft (mayor/maire de Southwest Middlesex).

Fédération canadienne des municipalités (FCM) et de l'Association des chemins de fer du Canada (ACFC).

Anie Samson, présidente de la Commission de la sécurité publique de

Montréal, a reçu le prix des mains de Sean Finn, coprésident de l'Initiative FCM-ACFC.

« Nous considérons Montréal comme un modèle, a déclaré M. Finn. Nous nous attendons à ce qu'elle incite les

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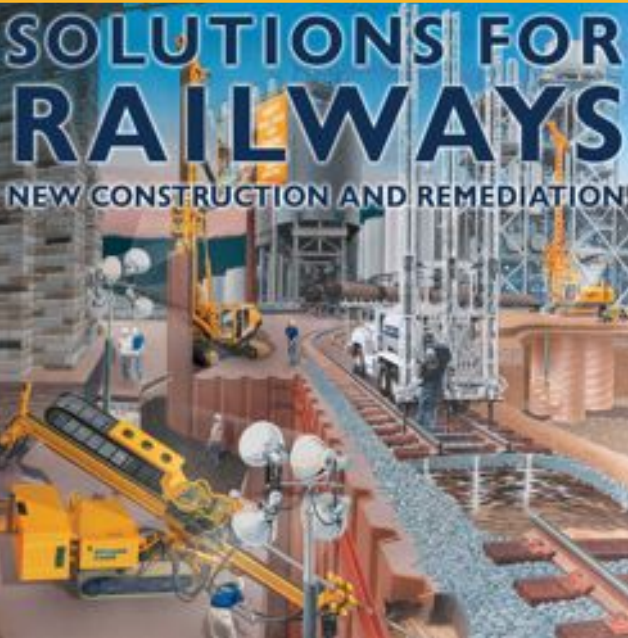
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(RSI) annual trade show and conference. It included exhibits from the Canadian Association of Railway Suppliers (CARS) and technical and educational sessions conducted by

the Coordinated Mechanical Associations (CMA).

The RSI/CMA 2014 and Canadian Rail Summit drew 1,500 attendees and 120 exhibitors from across North America. ■

municipalités grandes et petites à reconnaître qu'en construisant mieux aujourd'hui, nous allons éviter les conflits à l'avenir. »

Le Prix Henderson Merrill souligne la contribution des individus, des groupes, des municipalités ou des chemins de fer dans la promotion des lignes directrices FCM-ACFC.

« Je connaissais Merrill et j'ai travaillé avec lui au sein du Groupe de travail sur la sécurité ferroviaire de la FCM », a déclaré le coprésident de l'Initiative, M. Doug Reycraft. Son engagement nous a inspirés à créer ce prix après son décès en mars 2014. »

Pour la première fois, la conférence biennale coïncidait avec le salon annuel du Railway Supply Institute (RSI) des États-Unis, qui comprenait des expositions de l'Association canadienne des fournisseurs de chemins de fer (ACFCF) et des séances techniques et éducatives menées par les Coordinated Mechanical Associations (CMA).

L'événement a attiré 1500 participants et 120 exposants de partout en Amérique du Nord. ■



The **Canadian Emergency Response Contractors' Alliance (CERCA)** is an industry association comprised of stakeholders from all facets of the Canadian dangerous goods emergency response industry.

Our Mandate

The mandate of CERCA is "to provide and promote a network of sound environmental emergency response service providers in Canada." To fulfill this mandate, the current objective is to:

- Maintain standards for and conduct assessments of On-Scene Emergency Service Provider (ESP) locations on a 2-year cycle.
- Publish the results of the assessments in French and English on the CERCA website (available at www.cerca-aceiu.ca).
- Communicate CERCA activities to all stakeholders in emergency response involving dangerous goods and non-dangerous goods.
- Promote the advantages of CERCA membership to carriers, manufacturers, distributors, industry associations and government agencies.

The CERCA Operating Committee meets bi-annually to ensure its objectives are being met and to discuss important issues related to emergency response in Canada.

CERCA advances the role of emergency response service providers by advocating for the highest possible standards, the proper recognition of emergency response training and accreditation, fair and practical business regulations, and the benefits of using verified contractors and other member service providers.

Contractors, consultants, suppliers, and other industry stakeholders from across Canada are invited to join and partake in CERCA activities.



Our Mission

"To provide and promote a network of sound environmental emergency response service providers in Canada."



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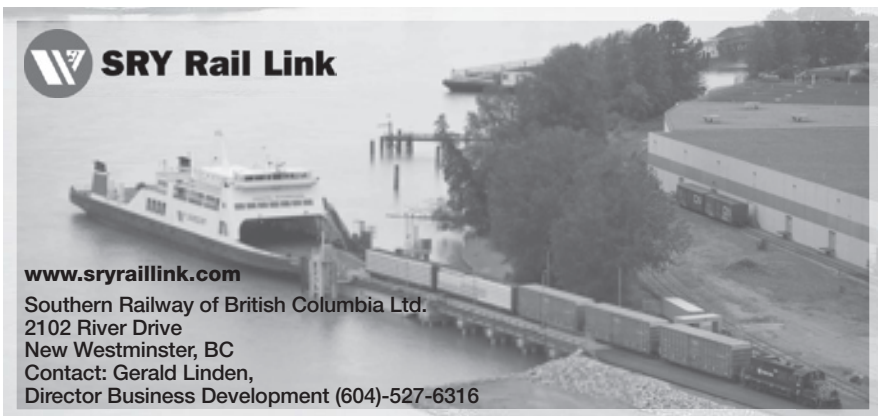
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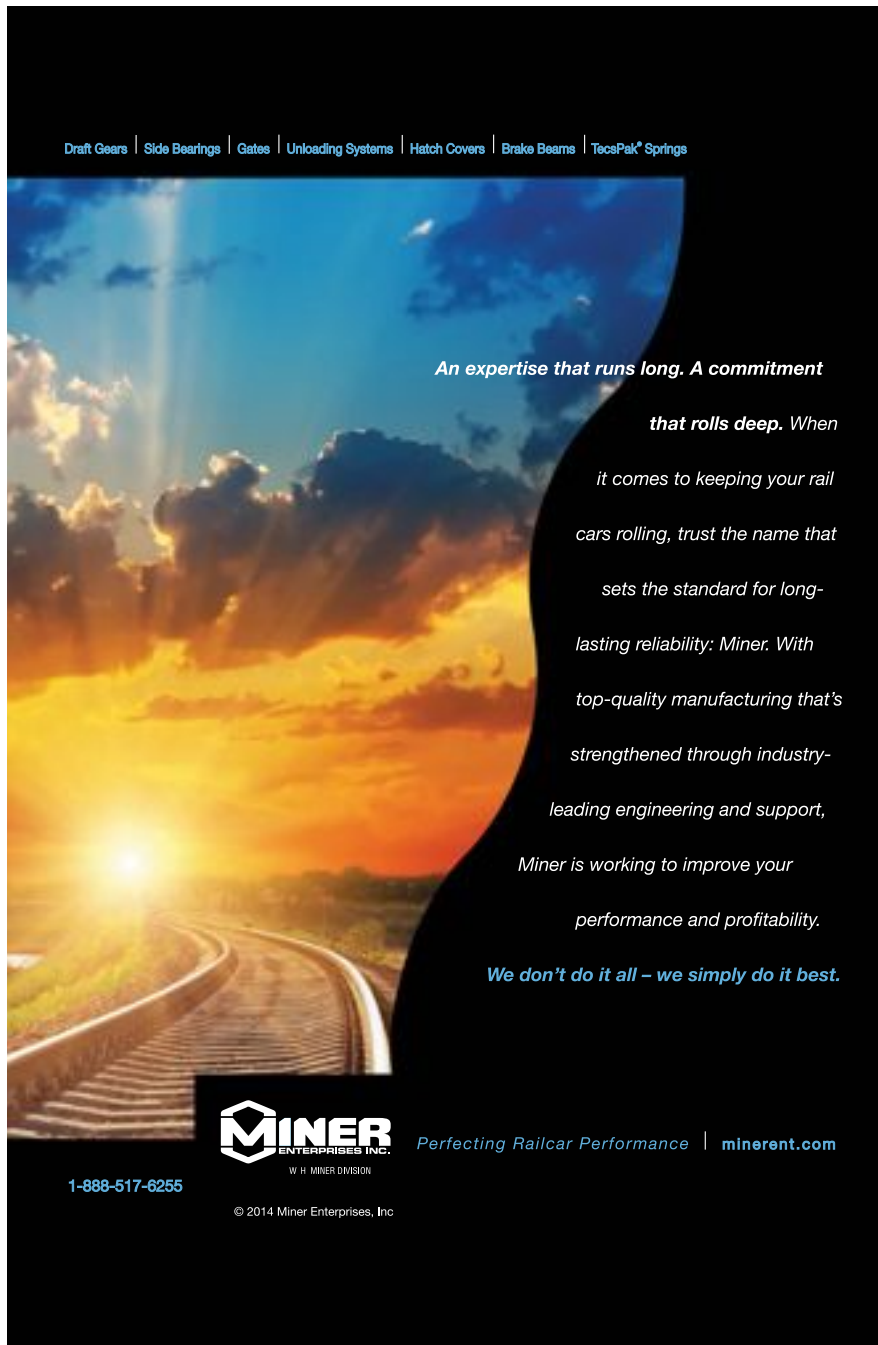
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October 16, 2013 – A critical component in the underbelly of a critical CNC machine fails. We call the machine's manufacturer to order a replacement part. Lead time: 14 weeks. Instead of accepting this set-back, Bob makes the part from scratch, and the machine is back in action the next day. And, if that weren't enough, he corrects the flaw in the part's design that caused it to fail.

December 7, 2013 – Bob takes his two boys, Tanner and Hunter, ice fishing. Things go smoothly because that equipment, too, is well-maintained and ready to go. Six perch, two crappies, and one great photo.

Bob and the others like him here at ORX make us what we are: fully committed to getting you what you want, when you need it. Nothing will stop us. Either we'll find a way... or we'll make a way.



Bob Gorman
Senior Maintenance Mechanic