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Official Publication of the Railway Association of Canada

Fall 2005

## Railways Take Part in Centennial Celebration



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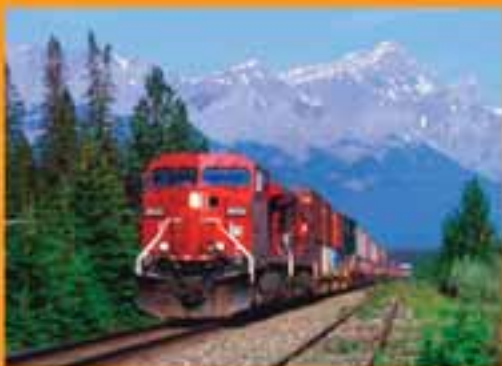
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**CANADIAN PACIFIC RAILWAY** Ingenuity.

## Acting President's Message/Mot du président par intérim

**MANY OF CANADA'S COMMUNITIES** originally developed around railway tracks, a lasting legacy we feature in this edition of Interchange to help celebrate Alberta and Saskatchewan's centennials.

As Canada grows, development is also growing around rail facilities. At the same time, railway operations are expanding to meet changing freight and passenger requirements. Do these trends conflict or complement each other? I firmly believe one does not trump the other and that there is a remarkable balance to be had of mutual coexistence.

Railways and municipalities clearly share common objectives. Although steel rail is the thread that ties local communities together, a number of issues can arise when we are in close proximity to each other. The RAC and the Federation of Canadian Municipalities have recognized that it is in Canada's economic interest to successfully negotiate appropriate relationships between railways and communities, to plan ahead and resolve problems before they occur, and to also develop dispute resolution mechanisms for resolving unanticipated problems. In fact, a formal agreement is in place and a number of successes already documented.

Urban planners also need to play their role by not allowing encroachments that can sometimes lead to over-zealous residential developers and a trail of new urban buyers with unrealistic expectations. Industrial lands near railway rights-of-way need to be preserved to ensure a community's growing economic development needs can be met while allowing the potential spin-offs to benefit the entire community.

As an extension of Canada's manufacturing and natural resource sectors, Canadian railways employ 37,000 people and contribute \$10 billion annually to the economy, providing a competitive delivery system for domestic, import, and export goods. Key strategic investments by the Canadian railways have built and are building an infrastructure which gives north/south and east/west continental traffic access to lucrative international markets.

Unlike most other industries, we are widely dispersed geographically. Our economic support of large parts of the country, both rural and urban, is felt through rail service to local industries, local purchases, local employment, employee spending, local taxes and capital investment.

The railway industry is proud to play its part in the story of economic and social development. We are optimistic that such a role will get bigger as community concerns over land use, pollution, road congestion and broader trading challenges spread.

Bruce R. Burrows  
Acting President

**BEAUCOUP DE LOCALITÉS CANADIENNES** ont été fondées le long des chemins de fer, et cette édition d'Interchange le rappelle à l'occasion du centenaire de l'Alberta et de la Saskatchewan.

Le Canada continue de croître, et les municipalités se développent encore le long des voies ferrées. Ces dernières prennent elles aussi de l'expansion. Ces deux tendances sont-elles contradictoires ou complémentaires ? Je suis persuadé que l'un n'empêche pas l'autre. La coexistence profite aux deux.

Chemins de fers et municipalités partagent les mêmes objectifs. Les voies ferrées relient les localités, mais la proximité apporte aussi des problèmes qu'on doit gérer. L'ACFC et la Fédération des municipalités canadiennes ont reconnu que les deux parties doivent négocier, planifier, prévenir les problèmes et prévoir des mécanismes de résolution des différends dans l'intérêt de l'économie. Elles ont déjà une entente officielle et de nombreux succès.

Les urbanistes doivent aussi jouer leur rôle en empêchant les entrepreneurs de construire des quartiers résidentiels trop près des voies ferrées. On doit garder des zones industrielles près des chemins de fer pour assurer le développement économique.

Les chemins de fer canadiens servent les manufacturiers et les entreprises de ressources naturelles. Ils embauchent 37 000 travailleurs et apportent 10 milliards au PNB avec un réseau concurrentiel à l'exportation, à l'importation et à l'intérieur du pays. Les chemins de fer continuent, par leurs investissements stratégiques, à bâtir une infrastructure qui donne accès à des marchés rentables, tant dans l'axe Nord-Sud que dans l'axe Est-Ouest.

Contrairement à la plupart des autres secteurs de l'économie, le nôtre est bien réparti sur le territoire. Partout on sent les retombées locales, tant dans les régions urbaines que rurales : services aux industries locales, achats locaux, emploi local, dépenses des employés, taxes locales et investissements.

Le secteur du rail est fier de participer au développement socio-économique. Nous sommes persuadés que ce rôle grandira à mesure que les communautés se préoccupent de l'utilisation des terres, de la pollution, de la congestion routière et de la concurrence mondiale.

Bruce R. Burrows  
Président par intérim



# Railways Take Part in Centennial Celebration

By Kayla Hounsell







**ALBERTANS AND SASKATCHEWANIANS ARE REACHING** out to celebrate their special centennial year, and railways aren't going to miss out on the fun.

"Railways in both provinces are vital. They are key to a strong economy," says Jim Feeny of CN's Western Canada Public Affairs. "We've very much had historical presence in both provinces and we very much have a continued presence."

CN partnered with the Historica Foundation and created and distributed more than 100,000 special edition 2005 Centennial Calendars. The calendar was distributed to high school students studying Canadian history, MPs, MLAs, and mayors. It is a historical learning tool, complete with interesting facts, significant dates, and fantastic historical photos that really tell the story of the West.

"CN is very much a part of the story of Alberta and Saskatchewan," says Feeny. He says the calendar has been a huge success, and that CN has received many comments from both students and teachers.

As a spin-off to the calendar project, CN and Historica produced a radio series entitled, "This Week in History." Fifteen-second radio spots were given free of charge to 21 different stations. The stations play the historical facts, and there have been 1.25 million listeners a week in both provinces.

CN played a role as the sponsor of safety for the 2005 Canada Summer Games in Regina, Saskatchewan in August. The sponsorship included medical and first aid services, St. John Ambulance, French translation services, transportation, containers to store athletes' equipment and luggage, as well as refrigerated containers to store food — a total donation valued at \$200,000.

The railway is also a sponsor of the National Arts Centre Orchestra's school tour. The orchestra is visiting some 13 communities in the two provinces, including Regina, Prince Albert, Saskatoon, Melville, Humboldt, Calgary, Edmonton, Banff, and Grande Prairie, performing and involving students in making music. Feeny notes that CN had a very successful school tour of BC last year. "It worked out so well for us that it brought the NAC right into communities that would not normally have exposure to this calibre of talent," he says. In addition to the cash contribution, CN will also hold community receptions prior to concerts.

**"It's (the 2816 Empress steam train) a piece of living, breathing history that symbolizes the past but also reflects how far we've come as a railway and as a province."**

*Continued on page 12*

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# Rail Important Part of the Past, and the Future

## If a sound was to be included in the celebrations marking the centennial of Alberta and Saskatchewan becoming provinces, it could be the whistle of a train.

In 1905, Alberta and Saskatchewan were long on potential and short on population when they became provinces. The railways played a major role in the development of both.

Canadian Pacific Railway was the dominant carrier mainly because it had been first across the West 20 years earlier. Historians agree that the Canadian Northern Railway also played a significant role in opening up the West along with the Grand Trunk Pacific before they were merged into the Canadian National Railways in 1919.

develop the Prairies. 1909 was the apex. That year CPR actually spent more on immigration and settling the Prairies than the Canadian government.”

Ken Mackenzie, the retired CN archivist, says the CnoR liked to bill itself as “the Granger railway” to appeal to the farmers. “It made a big deal out of operating to suit the wishes of farmers.” The approach worked well for the railway until the strains of the First World War overwhelmed it and the GTP leading to the formation

off the farms of eastern Canada into the industrialized Northeastern US,” Hanna recounts.

In time, CPR took its recruitment drive to Europe and the United States. Before the grain harvest became mechanized, the railway “ran special harvester excursion trains with special fares to bring able-bodied seasonal workers to Alberta and Saskatchewan to harvest the ‘granary of the world’ as posters unabashedly called the lush golden wheat Prairies.”

CPR also set up a \$40-million irrigation system for dry lands in Alberta. “It included 2,140 km (1,330 miles) of irrigation canals, a 3.2-kilometre (2-mile) concrete aqueduct at Brooks and a huge dam at Bassano, Alberta,” Hanna relates. The company also established 762 ready-made farms,

## “The aim was to entice crowded easterners to settle the West and stem a growing 19th Century move off the farms of eastern Canada into the industrialized Northeastern US.”

The first decade of the 20th Century was a heady time for Canada. Its population of 5.3 million at the turn of the century was tripling with almost one million people moving into western Canada, many to homestead. The railways needed them to generate traffic for their expanding networks.

Jonathan Hanna, the CPR’s corporate historian, says that in 1905 the CnoR entering Alberta from Saskatchewan at Lloydminster set the stage for a rapid expansion of lines through the two provinces during the next few years as the railways positioned themselves to serve the Canadian breadbasket.

“The railways were also important because they were the only mode of travel at the time,” he points out.

Saskatchewan wheat crops grew 11-fold during the decade from half-a-million planted acres to 5.5 million acres, he adds. “CPR set up new experimental and supply farms, a sugar beet factory, raised cattle, horses and pigs, and built a honeycomb of new branch lines to attract settlers and help

of the CN.

However, both railways had a major impact on the development of Western Canada. The CnoR built the rail line to the Port of Churchill to give western farmers another outlet for their products while the GTP completed its transcontinental line by choosing Prince Rupert as its Pacific terminus. About 100 years later, Prince Rupert seems poised to achieve the status that the CNoR had planned for it.

Hanna says that it is a well-known fact that the CPR received a grant of \$25 million and 25 million acres of land “fairly fit for settlement” in exchange for building the transcontinental line. However, the land would only be a benefit to the railway if it was settled.

So it became imperative for CPR to attract farmers to those lands. To encourage them, CPR set up 10 experimental farms across the West and actively recruited for settlers in Ontario and Quebec. “The aim was to entice crowded easterners to settle the West and stem a growing 19th Century move

with barns, houses, sheds, fences, a well, and even ploughed fields for novice settlers. It would even lend money to settlers to purchase the farms.

Mackenzie explains that as agriculture production began to rise in the West, the railways expanded to garner the traffic. A network evolved in eastern Canada for handling grain bound for the major urban centres as well as overseas export markets through Halifax and Saint John.

For the early settlers, the railways were also a source of seasonal employment. When not needed on the farms, men were hired to work on railway expansion projects, Mackenzie says.

There are many vestiges of the railway’s influence on western Canada, he adds. One of the most unique is Frontier College. It was formed in 1898 to assist immigrants to learn English and get a basic education using senior high school and university students. “They would work alongside these people during the days and teach them at night.” The CnoR provided financial support to the college for years.

## Centennial Celebration

Continued from page 9



**The Village of Big Valley also gave the public an opportunity to experience the operation of a diesel-electric locomotive and other railway equipment in August, courtesy of the Canadian Heartland Training Railway.**

As well, 35 selected photos from the CN images of Canada selection were put on display in conjunction with the railway's support of the Spruce Meadows Equestrian Complex near Calgary. "It's photography that goes back to the turn of the 20th century," says Feeny.

Canadian Pacific Railway has some special celebratory plans as well. Its biggest initiative is the involvement of the historic 2816 Empress Steam train. CPR spokesperson Ed Greenberg says that the steam train runs every summer but this year CPR is trying to get it out to as many communities as possible to help Alberta and Saskatchewan residents celebrate.

"When the 2816 rolls into a community, it's a wonderful sight, and people get excited," says Greenberg. "It's a piece of living, breathing history that symbolizes the past but also reflects how far we've come as a railway and as a province."

CPR is busy moving more freight than it ever has before, but that's not stopping them from taking part. "As we meet the needs of our customers, we're also slotting in this very special steam train that we're very proud of," says Greenberg.

CPR also has a photo demonstration at Calgary's Stone Fish Gallery. It features a number of historic shots that showcase Saskatchewan in its early days. There will be a similar exhibit in Regina this fall.

In addition, CPR is participating in local community initiatives and providing communities with photographs and historical artifacts of CPR to help them celebrate their events. They're keeping up their ongoing partnership in the Breakfast for Learning Program, a national non-profit organization that raises funds for child nutrition programs. CPR has been a partner since 2002, and has donated \$2 million, as well as being a part of fundraising events in various communities.

Greenberg says CPR is still finalizing details but they will be making more centennial steam train trips in Alberta in late August and early September.

The Village of Big Valley also gave the public an opportunity to experience the operation of a diesel-electric locomotive and other railway equipment in August, courtesy of the Canadian Heartland Training Railway.

Big Valley Railway Day featured guided tours of the historic former Canadian Northern Railway depot and roundhouse facility, and of a former Alberta Wheat Pool grain elevator.

Complementing the day's events and activities was a show of model railroading sponsored by modelers from Calgary, Camrose, and other central Alberta communities in the Big Valley Agri-Plex facility. The mid-afternoon arrival in Big Valley of Alberta Prairie's excursion train from Stettler highlighted the day's events. ●



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# Railways Aided War Effort

## Les chemins de fer et l'effort de guerre





*With the ranks of male employees thinned by enlistments in the armed forces during the Second World War, at the Sudbury engine terminal, Canadian Pacific employees Myrtle Pearson and Julia Patrash took the traditional male task of wiping down locomotives between runs. / Les employées du CFCP, Myrtle Pearson et Julia Patrash, nettoyaient les locomotives entre les trajets, à la place des hommes partis au front, durant la Seconde Guerre mondiale, au terminal de Sudbury.*

CANADIAN PACIFIC RAILWAY ARCHIVES — IMAGE NO. NS.4760



*CPR's Angus Shops in Montréal produced 1,420 16-ton "Valentine" army tanks. / Les ateliers Angus du CFCP ont produit 1 420 chars d'assaut Valentin de 16 tonnes.*

CANADIAN PACIFIC RAILWAY ARCHIVES — IMAGE NO. NS.3004

**THE CEREMONIES TO MARK** the 60th anniversary of the end of the Second World War have focused a lot of deserved attention on the bravery of the young men and women who served in Europe and Asia.

There is no denying the enormity of what these people faced and the fact that many of them were killed or badly wounded. At the same time, we shouldn't forget the many sacrifices made on the home front.

Supplying weapons, munitions and other supplies for the overseas campaigns had a major impact in Canada and on the railways, points out retired CN archivist Ken Mackenzie. The railways were still the main mode of moving people and goods back in the 1930s and 1940s and wartime taxed their capacity with troop trains and military supplies to haul.

However, the railways contributed in other important ways, say Mackenzie and Jonathan Hanna, the corporate historian for Canadian Pacific Railway. At the time, the railways were among the few truly national enterprises whose management had experience in organizing major projects. "Few other businesses had the scope of CN or Canadian Pacific Railway," Mackenzie explains.

So when the federal government was putting together its war effort team in Ottawa, it was hardly surprising that C.D. Howe, the legendary minister of transport and of munitions and supply during the war, brought in senior executives from both railways to take leadership roles in the War Supply Board, Mackenzie adds.

*Continued on page 17*

**LES CÉRÉMONIES MARQUANT LE 60<sup>e</sup>** anniversaire de la fin de la Seconde Guerre mondiale ont attiré l'attention — à juste titre — sur le courage des combattants.

On ne doit cependant pas oublier les efforts des civils sur le front intérieur.

Les chemins de fer ont beaucoup travaillé à la production et au transport de l'armement, souligne l'ex-archiviste du CN, Ken Mackenzie. Principal mode de transport de l'époque, les chemins de fer ont travaillé à pleine capacité, confirme l'historien du CFCP, Jonathan Hanna. C'était aussi les rares entreprises nationales dont les dirigeants avaient l'expérience des grands projets. On ne s'étonnera pas que le légendaire ministre des Transports de l'époque, C.D. Howe, se soit entouré de hauts dirigeants du CN et du CFCP pour participer au Conseil des fournitures de guerre, ajoute l'historien.

Fred Angus, rédacteur en chef de *Canadian Rail*, écrivait en 1995 : « À cause de son étendue, le Canada compte plus que tout autre pays sur ses réseaux de transport. Les chemins de fer ont été utilisés jusqu'à leur limite pendant les six années de guerre. Il est presque miraculeux qu'ils aient tenu le coup. »

Le CFCP avait déjà acquis beaucoup d'expérience pendant la Première Guerre, et il s'est offert quand le second conflit a fait irruption. Parmi ses ressources : 22 navires, dont plus de la moitié ont été coulés, notamment l'Empress of Britain II,

*Suite à la page 17*



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## Railways Aided War Effort

*Continued from page 15*

Fred Angus, editor of *Canadian Rail*, a publication devoted to railway history, said in a 1995 article that “Nowhere was transportation more important than in Canada, with its great distance between population centres and its major ocean ports, both east and west. On land, the major transportation links were the railways and, during those six years, they were utilized as never before or since. In fact, they were strained almost to the breaking point. Today it seems a miracle that they met all the challenges and carried on until victory was achieved.”

Hanna notes that the railways converted many of their repair and maintenance facilities into war production shops turning out tanks, large guns, munitions and even a few warships. CPR’s experience in ocean shipping was important in getting merchant marine and naval ship projects organized and built.

He said CPR officers had gained a lot of experience during the First World War. “And with the outbreak of World War II, the entire CPR network was again at the disposal of the Allied war effort.” That included its shipping line, which lost more than half of its 22 ships, including the *Empress of Britain II* — its largest passenger liner that was almost as big as the *Titanic*. CN also lost ships to enemy submarines.

Mackenzie says among the notable railway executives who served in Ottawa during the war was Starr Fairweather, CN’s chief of research and development. “At CN, he had become known as Mr. Fix-it for his ability to solve problems.” Among his wartime accomplishments was organizing a system for re-supplying merchant ships in Halifax without them ever having to dock. After the war, he went on to become a senior vice-president with the railway.

CN built corvettes and minesweepers at its facilities and turned a plant near Montreal into a munitions manufacturer. CN also operated a diesel-powered armoured train on the West Coast to guard against attacks by Japanese warships.

The war period marked an important social development in Canada, Mackenzie points out. For the first time, women entered the industrial workforce in big numbers, taking over jobs of men who were fighting overseas. Little attention was paid to how quickly these women lost their jobs when the war ended but the precedent had been created.

He notes that, during the war, women did some of the most onerous jobs on the

## Les chemins de fer et l’effort de guerre

*Suite de la page 15*



*Canadian soldiers gathered beneath the war memorial statue at the Canadian Pacific Windsor Station in Montréal. CPR moved 307 million tons of freight and 86 million passengers during World War II including 150,000 soldiers./Des vétérans canadiens se rassemblent sous le monument commémoratif, à la gare Windsor du CFPC, à Montréal. Le CFPC a transporté 307 millions de tonnes de fret et 86 millions de passagers, dont 150 000 soldats, durant la Seconde Guerre mondiale. CANADIAN PACIFIC RAILWAY ARCHIVES — IMAGE NO. A.17411*

**« À cause de son étendue, le Canada compte plus que tout autre pays sur ses réseaux de transport. Les chemins de fer ont été utilisés jusqu’à leur limite pendant les six années de guerre. »**

presque aussi gros que le *Titanic*. Le CN a lui aussi perdu des bateaux.

Parmi les grands noms du rail qui ont servi la cause, à Ottawa, on compte le chef de la R-D du CN, M. Starr Fairweather, surnommé Mr. Fix-it. Il a notamment conçu un système de réapprovisionnement en pleine mer, au large de Halifax. Après la guerre, M. Fairweather est devenu VP principal au CN. Le CFPC, lui aussi, a beaucoup contribué aux projets navaux.

Le CN a construit des corvettes et des chasseurs de mines. Il a aussi transformé l’un de ses ateliers de Montréal en usine de munitions et utilisé un train blindé, sur la côte ouest, par mesure de protection contre les éventuelles attaques japonaises.

La guerre a aussi transformé la société en amenant un grand nombre de femmes à travailler dans l’industrie. Elles ont accompli quelques-unes des



*CPR Ogden Shops’ World War II production included 6-pounders, 12-pounders and these 4-inch Mark XXIV gun mounts./Parmi les armements fabriqués aux ateliers Ogden du CFPC, durant la Seconde Guerre mondiale : des obus de 6 et 12 lb, et ces montures à canons Mark XXIV d’un calibre de 4 pouces. CANADIAN PACIFIC RAILWAY ARCHIVES — IMAGE NO. A.27254*

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## Railways Aided War Effort

Continued from page 17



railway, including track and steam locomotive repair and maintenance. They were trained to move the locomotives around yards and shops

“but were considered incapable of operating them on the mainline.”

Hanna says that the CPR moved 307 million tons of freight and 86 million

passengers during the war including 150,000 soldiers, nearly 130,000 army and air force men coming home, and thousands of sailors.

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## Les chemins de fer et l'effort de guerre

Suite de la page 17



SOURCE: CN

tâches les plus ingrates comme l'entretien des voies ferrées et des locomotives. Étrangement, on leur enseignait à déplacer les locomotives dans les gares de triage, mais on les jugeait incapables à les

conduire sur les voies principales.

Le CFCP a transporté 307 millions de tonnes de fret et 86 millions de passagers, dont 150 000 soldats, près de 130 000 aviateurs et fantassins revenant au pays et des milliers de marins. Il a aussi créé le pont aérien de l'Atlantique, qui livrait les bombardiers en Angleterre. Il a ouvert des écoles de pilotage et commencé à desservir le Grand Nord canadien, par la création de CP Air en 1942.

Le CFCP a aussi transformé une grande partie de ses ateliers de Montréal et Calgary en usines d'armements. En tout, ses ateliers ont produit 1420 chars d'assaut Valentin, 75 moteurs de navires, plus de 600 génératrices de bord, 3000 canons embarqués, 1 650 montures de canon, 2 000 dispositifs anti-sous-marins et 120 pompes à incendie.

Le CFCP était en bonne position pour se lancer dans l'effort de guerre, puisqu'il avait acheté près de 500 nouveaux

moteurs à vapeur pendant les années trente. C'est ce qui lui a permis de remettre en service un grand nombre de navires. Ses ateliers Angus de Montréal ont été transformés en usines de munitions et de chars d'assaut. Quant aux ateliers Ogden de Calgary, ils ont servi presque exclusivement à construire des canons. Enfin, les ateliers Weston de Winnipeg sont devenus le principal centre d'entretien des locomotives.

La guerre a permis au CFCP de réembaucher beaucoup de travailleurs, dont le célèbre hockeyeur Maurice Richard, fils d'un menuisier de la compagnie. Maurice a travaillé comme machiniste jusqu'en octobre 1942, date à laquelle il a pris congé. Il a démissionné juste avant la saison de hockey de 44-45, où il a compté 50 buts en autant de parties.

Le CFCP a aussi été l'hôte de deux sommets, au Château Frontenac, en

Suite à la page 21

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## Railways Aided War Effort

Continued from page 18

“In the air, CPR pioneered the Atlantic Bridge — the transatlantic ferrying of bombers to Britain,” he adds. “CPR set up pilot training schools and opened Canada’s strategic far north, creating Canadian Pacific Air Lines in 1942. CPR transformed major portions of its shops in Montreal and Calgary in order to build munitions, naval guns and tanks.”

“By V-J Day CPR shops had turned out 1,420 Valentine tanks; 75 main engines for corvettes, frigates and landing craft; over 600 naval vessel power equipment components; 3,000 naval guns and 1,650 naval gun mounts; 2,000 anti-submarine devices; and 120 range-finding and fire-control devices.”

CPR went into the war in healthy condition, Hanna recounts, because it had acquired close to 500 new steam engines during the 1930s. “When the war started, a long line of tied-up

steamers that were stored in front of the Angus Shops in Montreal were fixed up and brought back into service.”

During the war, the Angus Shops in Montreal were switched to building Valentine tanks and munitions, Hanna says. Calgary’s Ogden Shops were mostly dedicated to building naval guns for Canada, Britain and the United States. The Weston Shops in Winnipeg became the main locomotive facility for the railway.

The war effort created a lot of jobs for laid-off CPR employees and their children. Among them was Maurice “Rocket” Richard, whose father was a CPR carpenter, Hanna says. Maurice worked as a machinist at the shops until taking leave in October 1942. However, he didn’t resign from that job until just before the 1944-1945 hockey season when he scored his record-setting 50 goals in 50 games.

Canadian Pacific also provided the

memorable setting for the two Quebec Conferences it hosted at the Château Frontenac in 1943 and 1944. It was there in 1943 that Churchill and Roosevelt set the stage for the D-Day invasion that turned the tides of World War II.

There are some famous photographs from that period, especially of women working on steam locomotives, of tanks lined up in front of the Angus Shops and of long troop trains headed to Halifax or Saint John. They just hint at the important but largely unsung contribution to the war effort that many people made on the home front.

In recent years, DND movements by rail have consisted largely of tanks, trucks, jeeps and armoured personnel carriers for training purposes. Some 280 railcars of equipment moved from Valcartier, Que. to Wainwright, Alta. late in August, and returned to base this fall, for example. ●

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## Les chemins de fer et l'effort de guerre

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*This Air Observer's School was one of seven schools for the training of air force navigators and pilots managed by Canadian Pacific Air Lines across Canada during World War II. L'une des sept écoles de pilotage canadiennes gérées par CP Air durant la Seconde Guerre mondiale.*

CANADIAN PACIFIC RAILWAY ARCHIVES —  
IMAGE NO. NS.3767



*Pressed into war service, CPR's Empress of Asia in "battleship grey" is equipped with an Ogden Shops-built 6-inch anti-submarine gun and a 12-pounder anti-aircraft gun. Repeint en gris et transformé en bateau de guerre, l'Empress of Asia du CFPC était muni de canons anti-sous-marins d'un calibre de six pouces, construits aux ateliers Ogden, et d'un canon antiaérien pouvant lancer des obus de 12 lb.*

CANADIAN PACIFIC RAILWAY ARCHIVES —  
IMAGE NO. NS.3767



*14,062 "en Service Actif"/14 062 en service actif  
CANADIAN PACIFIC RAILWAY ARCHIVES —  
IMAGE NO. A.6714*

1943 et 1944. C'est là, en 43, que Churchill et Roosevelt ont préparé la voie au grand débarquement.

Cette époque a laissé plusieurs photographies célèbres, notamment celles de femmes travaillant sur les locomotives, de chars alignés devant les ateliers Angus et de longs convois de troupes en route vers Halifax ou vers Saint John. C'est un souvenir bien

modeste des efforts consentis sur le front intérieur.

Plus récemment, la Défense nationale a surtout utilisé les chemins de fer pour transporter des chars, camions, jeeps et véhicules blindés pendant des exercices. À la fin d'août, par exemple, on a transporté 280 wagons d'équipement entre Valcartier (Québec) et Wainwright (Alberta). ●



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# Quebec Railway Corporation

A Small Railway with Big Ambitions

**AS A SHORT LINE RAILWAY**, the Quebec Railway Corp. is always on the hunt for a few extra carloads of freight to grow its business. But President Marc Laliberté says the company is thinking big at the same time.

It is considering new reload centres and offering logistics services to bring more business to the 881 miles of track it operates on in Ontario, Québec, New Brunswick and Nova Scotia. It also runs a busy railcar ferry across the St. Lawrence River and is considering expanding that part of its business if it can find enough traffic, Laliberté points out.

The company got its start with the purchase of the Chemin de fer Charlevoix (CFC) in November 1994 in eastern Québec. In December 1996, it added the Chemin de fer Baie des Chaleurs (CBC). Next came the Chemin de fer de la Matapédia et du Golfe (CFMG), which serves eastern Quebec and northern New Brunswick. In December 1997, the company created the New Brunswick East Coast (NBEC) that runs from Campbellton to Moncton in New Brunswick. After that it acquired the Ottawa Central Railway (OCR) in December 1998 which runs from Pembroke, Ont. to Coteau, Que. It rounded out its present form with the takeover of the Gogema ferry service between Matane and Baie Comeau in 1999, and the Sydney, N.S. coal railway in December 2002.

The company handles about 100,000 freight cars a year — 37,000 are paper and forest products. It also handles 26,000 loads of chemical and industrial products and 27,000 cars of minerals and coal. That gives QRC a diversified traffic base to sustain it through economic ups and downs.

“We have been able to increase our revenue every year,” Laliberté explains. “In 2001, it was \$47 million; last year it was \$59 million.” Higher freight rates have helped but the main ingredient to its success has been increasing traffic from new and existing customers.

“The beauty of short lines is that we can go to new and existing customers and try to get more business from them,” he points out. “Where we are already supplying service to customers, it is really cheap for us to handle a few more cars every day from a customer. It doesn’t really add any cost. For us, the question is how we can improve our market share with existing customers. It has to be efficient for them and less costly than the truck.”

However, the company has to be ready to offer more than just rail service, Laliberté comments. “We are trying to expand what we can offer. Doing that means looking at more than just the railroad transportation from point A to point B



by freight car.” As a result, the company is considering the construction of new transload centres and getting into more short-haul rail service in the 200- to 300-mile range.

“We are looking at short distance where there could be a niche for us,” he elaborates. “Normally, it is truck territory. We are trying to combine both rail and road because we are not as affected by spring weight restrictions as truckers are. We can move the same amount of tonnes all year.”

*Continued on page 24*

# Société des chemins de fer du Québec

Un petit chemin de fer ambitieux

**LA SOCIÉTÉ DES CHEMINS** de fer du Québec (SCFQ) nourrit aussi de grands projets selon son président Marc Laliberté. Elle pense entre autres à de nouveaux services et centres de rechargement pour augmenter son trafic.

Ses 1 409 kilomètres de voie ferrée couvrent l'Ontario, le Québec, le Nouveau-Brunswick et la Nouvelle-Écosse avec une cinquantaine de locomotives. À cela s'ajoute un traversier-rail, sur le St-Laurent, que la SCFQ veut exploiter encore plus intensivement.

Entre 1994 et 2002, la compagnie a acheté les chemins de fer de Charlevoix, de la Baie des Chaleurs, de la Matapédia et du Golfe (Est du Québec et Nord du Nouveau-Brunswick). Elle possède aussi la New Brunswick East Coast (mis sur pied par la SCFQ pour faire la ligne Campbellton-Moncton), Ottawa Central Railway (de Pembroke à Coteau), Sydney Coal Railway (Nouvelle-Écosse) et le traversier Gogema (Matane — Baie-Comeau).

La SCFQ transporte 100 000 chargements par année : 37 000 de bois et de papier, 26 000 de produits chimiques ou industriels et 27 000 de charbon et de minerai. Cette base diversifiée porte la compagnie à travers les aléas de l'économie.

« Nous sommes passés de 47 millions de dollars en 2001 à 59 millions l'an dernier, affirme M. Laliberté. » Ces résultats s'expliquent en partie par une hausse des tarifs, mais surtout par l'accroissement du trafic. « Nous cherchons à convaincre chaque client de nous confier quelques wagons de plus par jour, explique-t-il. Pour cela, le train doit être plus pratique et plus économique que la route. »

M. Laliberté ajoute qu'il faudra tout de même aller au-delà du rail. C'est pourquoi la compagnie pense à construire de nouveaux centres de transbordement et à se tailler une place dans le transport sur courte distance (300 à 500 km). « Ce créneau appartient au camionnage, mais il y a des avantages à combiner route et chemin de fer, précise le président. Nous n'avons pas de restrictions de poids au printemps et pouvons transporter le même tonnage toute l'année. »

M. Laliberté croit que ses lignes d'Ottawa et de l'Est du Québec offrent un bon potentiel pour le transport sur courte distance : « Certains clients de l'Est ont recours au camionnage vers Montréal et Toronto. Ils pourraient se tourner vers le chemin de fer. Nous pensons à construire un centre intermodal à Coteau pour transférer les marchandises



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## Quebec Railway Corporation

Continued from page 22

The short haul model could work between its operations in Ottawa and eastern Québec, he explains. “We have some customers who have their facilities in eastern Québec and ship some of their products to Montréal or Toronto. A lot of them use trucks because it is a short distance.

However, we are looking at using rail in that case because we are located in Coteau and we are looking at building a transload centre there as we have in Ottawa. We could move freight cars to that transload facility and then transfer the products in a truck to the final destination. We are looking more and more at logistics services in short distance hauls where normally the railway isn’t positioned to take on that kind of business. We are doing that with some of our customers.”

Quebec Railway Corp. purchased most of its assets from CN and does most of its business with that railway,

Laliberté notes. “Most of our business is with CN where we are the switching carrier. If we could go ahead with our short haul plan, we could reverse the roles. We would become the customer and CN the switching carrier. They would move our cars from Rivière du Loup to Coteau.”

As part of the increased service, the company is considering the potential for expansion, he adds. “We normally try to be in the east of Canada. We have a good critical mass in northeastern New Brunswick and eastern Québec and this does help us. We won’t buy something just because it is for sale.”

Any acquisition would have to be a good match to the company’s existing business, he remarks. “The first thing we are going to try to do is look at how a new acquisition fits within our existing operation. We will try to increase our competitiveness by adding



a new short line. But it could be something else. It has to be related to transportation. It could be a transload centre or a trucking business. Anything that will help us provide better service to our customers.

“Right now the Class 1s in Canada are not in a selling mode,” he continues. “We could buy from other short lines if they are ready to sell. So we are looking at all the opportunities. In the United States, the CSX is still in a



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selling mode; they are looking at their network, and they are trying to rationalize. So we are talking to them. But, in general, we will do something that will increase our critical mass. We will look more in the eastern part of Canada and the U.S. than the West where we have nothing. It's not that we are never going to look elsewhere but we are trying to see if there is a fit with what we already have."

The same philosophy applies to the St. Lawrence ferry service. "We normally move about 10,000 cars. It's a good business, quite efficient. We are looking for opportunities elsewhere on the north coast, including Sept Isles that needs transportation to reach their markets in North America." Options include buying another ferry or increasing the use of their existing vessel.

The QRC is based in Montréal so Laliberté spends a lot of time travelling to check out the different operations. "We are really decentralized. Every railroad has its own general manager who is responsible for the profitability of his division. It's a profit centre, not just a cost centre. They need to earn money for investing in their operation." The individual railroads have staff to handle operations and marketing.

The headquarters has the financial, planning and human resources functions. "We think the best way to manage a short line is locally. So there are a handful of people in the headquarters. We have 300 employees overall but here we have less than 10 people in the head office. The people are in the divisions, where they should be."

The general managers have to be entrepreneurs who "chase the business," he says. "We have to get the new business. A prime example of that is when the OCR went to Superior Propane (See the Summer 2005 *Interchange*.). A few years ago there was no business with them. Now we move about 600 cars a year. We have done that by sitting down with them and seeing what they need. We move the propane to Ottawa by freight car from where they distribute it."

Short lines face the same pressure as the major railways to operate efficiently but they also need to boost their business "to maintain the amount of freight cars on our lines because we are in a low density business," Laliberté outlined. One way they can do that is to take advantage of higher fuel prices. "Rising fuel prices helps railways attract business because they are more fuel efficient than trucks."

Also like the big railways, short lines have to make sure they are using their existing assets to the maximum before they acquire additional ones, Laliberté explains. It owns 50 locomotives and about 200 cars. "We are looking more and more at leasing or buying new freight cars for specific services."

In the 10 years since short lines began springing up across Canada, they have become an important component in the railway business. Short lines, as typified by the Quebec Railway Corp., pick up or deliver some 30 per cent of the freight cars moved by CN and Canadian Pacific Railway. They are ready to do even more. ●

**"Most of our business is with CN where we are the switching carrier. If we could go ahead with our short haul plan, we could reverse the roles. We would become the customer and CN the switching carrier. They would move our cars from Rivière du Loup to Coteau."**



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### DATES IMPORTANTES

Sélection des communications	15 décembre 2005
Réception des manuscrits	15 mars 2006
Date limite de préinscription	4 avril 2006

### CRITICAL DATES

Confirmation of accepted abstracts	December 15, 2005
Closing date for final papers	March 15, 2006
Early registration deadline	April 4, 2006

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## Société des chemins de fer du Québec

Suite de la page 23

dans des camions qui termineraient le trajet. Nous voulons aussi proposer des services logistiques sur courte distance. Nous le faisons déjà pour quelques clients. »

M. Laliberté explique que la SCFQ a acquis la plupart de ses actifs du CN et traite surtout avec cette compagnie.

« Nous sommes transporteur de manœuvre pour le CN. Avec notre projet, nous pourrions inverser les rôles. C'est alors le CN qui acheminerait nos wagons de Rivière-du-Loup à Coteau. »

M. Laliberté ajoute que la compagnie envisage une phase d'expansion : « Nous avons une bonne masse critique dans le Nord-Est du Nouveau-Brunswick et l'Est du Québec. Nous n'achèterons pas une ligne simplement parce qu'elle est à vendre. Elle devra cadrer dans nos opérations. D'ailleurs, nous ne regardons pas seulement les chemins de fer. Les centres de transbordement et les entreprises de camionnage nous intéressent aussi. Tout ce qui peut améliorer le service nous intéresse.

« Les chemins de fer canadiens de classe I ont interrompu la rationalisation de leur réseau, ajoute-t-il. Si un chemin de fer local voulait disposer de ses voies, nous serions peut-être intéressés. Aux États-Unis, CSX cherche à vendre pour rationaliser son réseau. Nous sommes en pourparlers. Mais nous cherchons surtout à augmenter notre masse critique. Nous regardons plus vers l'Est du Canada et les États-Unis que vers l'Ouest. »

Le même principe s'applique au traversier sur le St-Laurent. « Nous transportons normalement 10 000 wagons et nous aimerions accroître nos opérations sur la Côte Nord, à Sept-Îles en particulier. »

La SCFQ a ses bureaux à Montréal, ce qui impose beaucoup de déplacements au président. « Nous sommes très décentralisés, dit-il. Chaque chemin de fer a son directeur général qui répond de la rentabilité. Chacun doit rapporter des profits pour obtenir de l'investissement. »



**« Nous sommes transporteur de manœuvre pour le CN. Avec notre projet, nous pourrions inverser les rôles : c'est le CN qui acheminerait alors nos wagons de Rivière-du-Loup à Coteau. »**



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## Société des chemins de fer du Québec

Suite de la page 27



Le siège social s'occupe seulement des finances, de la stratégie et des ressources humaines. « Notre siège compte moins d'une dizaine d'employés, mais les divisions en ont 300. C'est là qu'ils sont utiles.

« Les directeurs de divisions sont des entrepreneurs qui traquent les occasions d'affaires. Nous devons attirer la nouvelle clientèle. Prenez, par exemple, le cas de Supérieur Propane, qu'a approché notre ligne d'Ottawa (voir le numéro Été 2005 d'*Interchange*). Cette compagnie ne faisait pas affaire avec nous avant. Parce que nous avons analysé ses besoins, elle nous remplit maintenant 600 wagons par année. »

Comme les grands chemins de fer, les « chemins de fer locaux doivent conserver leur volume de wagons, car nous sommes dans un secteur à faible trafic, souligne M. Laliberté. La hausse du prix de l'essence devient une alliée, car le train consomme moins que le camion à charge égale. »

Les chemins de fer à intérêt local se sont taillé une place importante sur l'échiquier du transport ferroviaire au cours des 10 dernières années. Les compagnies comme la SCFQ cueillent ou livrent 30 p. cent des wagons transportés par le CN et le CFCP. Et elles sont prêtes à en faire plus. ●

# Good News for Public Transit

**INFRASTRUCTURE AND COMMUNITIES MINISTER** of State John Godfrey has started

negotiations with the provinces and territories to invest up to \$800 million over two years in public transit.

Though part of the New Deal for Cities and Communities, these funds are separate from the \$5 billion over five years in federal gas tax money announced in February for environmentally sustainable municipal infrastructure. The funds will be distributed to provinces and territories on a per capita basis, and each province would then distribute the funds to cities according to transit ridership.

## InTransitBC Awarded Rapid Transit Line Contract

InTransitBC, a limited partnership of SNC-Lavalin, British Columbia Investment Management Corporation and the Caisse de dépôt et placement du Québec, has signed a 35-year concession agreement with Richmond-Airport-Vancouver Project Management and the Greater Vancouver Transportation Authority to design, build, partially finance, operate and maintain the Richmond-Airport-Vancouver (RAV) rapid transit line.

Concurrent with the signing, SNC-Lavalin was awarded an engineering, procurement, and construction subcontract worth \$1.64 billion. That follows an environmental assessment process involving months of public consultation. The RAV Line will link Waterfront Station in downtown Vancouver to the airport and Richmond city centre. Construction began immediately. Completion is scheduled for late 2009.

## Ottawa's Light Rail Transit System — Big Plans for the Future

The City of Ottawa has launched an ambitious light rail transit program to take some of the load off its congested highways and roads.

In 15 years, the City plans to have a system that runs from near Parliament Hill south past the airport into new communities as well as east and west, says John Jensen, the program manager for Light Rail Operations for Ottawa. It will rival the light rail transit systems that Calgary and Edmonton now operate.

Many see the new system as a natural evolution from the current public transit system that features bus service for the 854,000 residents of the City of Ottawa. Ottawa has been dabbling in light rail transit for the past few years with the "O-Train" pilot project, a German-built, diesel-powered, three-unit train that trundles from a bus express stop about three kilometres west of Parliament Hill south to a major residential area mostly on tracks leased from Canadian Pacific Railway. It will be phased out when the new trains come into service.

The new trains "will be similar to what we are now operating except that they

will be electric powered to reduce greenhouse gas emissions," Jensen explains in an interview. "It will look like what Calgary and Portland are operating. Light Rail has a track record of getting more people out of cars and onto transit than buses, which is important for our community."



© OC TRANSP0

**"Light Rail has a track record of getting more people out of cars and onto transit than buses, which is important for our community."**

## Public Transit

Continued from page 29

The light rail system will run on the surface. There won't be a tunnel for the foreseeable future through downtown Ottawa because the cost of digging through the city's rocky substrata is considered prohibitive. That means the north-south line will run in the bus lanes of Albert and Slater streets from the Rideau Centre west to LeBreton Flats to connect with the rail line used by the O Train and then south on existing tracks or railway rights of way past the airport to South Nepean. Operation of the north-south line is scheduled to begin in the fall of 2009.

Provision is made to protect a corridor for future extension of the line west to Barrhaven Town Centre, and a connection to the Ottawa International Airport. Initially service to the airport will be via shuttle bus.

Public hearings on the project have been held and an environmental assessment of the north-south leg should be complete in late 2005, Jensen explains. It will help determine the final routing of the service and will try to answer the questions of critics who think there will be too many buses and Light Rail on city streets.

The City says Light Rail will enable people to travel easily from the suburbs



© OC TRANSPO

to downtown. People will need fewer cars and they will be contributing to a cleaner environment. "Light Rail Transit holds the key to successfully meeting the city's growth needs over the next two decades," Ottawa Mayor Bob Chiarelli says.

"By adopting Smart Growth principles and working now to bring light rail into new and growing communities, we can shape new travel patterns for residents and support our long-term objectives of achieving 30 per cent transit use by 2021. The positive impact on the environment and on residents' quality of life will be significant." About 17 per cent of Ottawa commuters now take the bus.

Once construction starts on the north-south route next year, the City will complete an environmental assessment of the east-west route between Orléans and Kanata, complete

with an interconnection with the north-south line. The City wants to get all the required federal and provincial approvals lined up in advance so it can coordinate land development issues.

The current price tag for the north-south line is estimated to be \$650 to \$700 million. The federal and provincial governments have each contributed \$200 million to the project while the City will be spending \$250 to \$300 million on what it calls Ottawa's biggest building project. It will have 18 stations, three new Park & Rides and 21 passenger vehicles.

Infrastructure Minister John Godfrey says the project will help meet federal commitments to reduce greenhouse gas emissions. "This project is part of the New Deal for Cities and Communities — working in partnership with municipalities and provinces toward a vision for sustainability."

The federal and provincial governments and the City have signed a Memorandum of Understanding to affirm their financial commitments and the project's forecasted schedule. It also states that the tendering process will be competitive, open and transparent.

Jensen says that when the Light Rail system begins running, its schedule will be coordinated with those of the bus routes so people will be able to make quick connections. "They will be designed to work together to move traffic to the train for the trip into the downtown area."

The O-Train is operated by specially-trained bus drivers but no final decision has been made on whether OC Transpo will operate the light rail transit system or whether it will be turned over to a private operator. ●

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### MUSEUM EXHIBIT HONOURS WOMEN AND RAILWAYS



The Prince George Railway and Forestry Museum housed an external exhibit that honoured women's contribution to railways. The exhibit came from ExpoRail in Greater Montreal and showed the chronological history of women's involvement in the rail industry, starting from when the steam engine was first invented. Shannon Barber, guest services manager at the museum, said the exhibit was chosen for public interest. The exhibit includes written information, as well as photos and hands-on aspects, such as the clothing women wore to work on the railroad.

### CN RAIL LINK COMPLETED

CN has spent nearly \$4 million over the last year to re-open the once-abandoned 74 kilometres of rail line between Hythe and Dawson Creek, as part of its \$1-billion acquisition of BC Rail. The work included overhauling 17 bridges and replacement of 1,000 railway ties and has been welcomed not only by local communities but by communities throughout the area.

### PORT OF HALIFAX SECURES NEW CARGO FROM ASIA



A group of major Canadian retailers has selected the Port of Halifax to route growing volumes of import products from Southeast Asia and the Indian Sub-continent. Halifax became the east coast hub for sorting and distribution activities of Sears Canada, Sony of Canada, Reitmans (Canada) and other member companies of the Canadian Retail Shipper's Association July 1 when they began shipping 4,000 TEUs per year through Halifax.

### CPR OPENS NEW CREW LODGE IN NORTH PORTAL, SASK.

A brand new crew lodge that will house CPR train crews from Canada and the US was unveiled in North Portal, Sask. at the end of June. The 16,500-square-foot, two-storey facility features 40 bedrooms, a modern kitchen/dining area, 107 lockers, exercise and games room, computer room, as well as a laundry and linen room. Over a 24-hour period,

approximately 65 Canadian and American CPR employees will use the North Portal Crew Lodge.

### CPR MAKES RELOCATION OF BOTTLING PLANT A REALITY



An agreement with Canadian Pacific Logistics Solutions has made moving the entire contents of a 50,000-square-foot factory from the Atlantic to the Rocky Mountains possible. FEMO2, a bottled water company that specializes in oxygenated water has moved its plant from Woodstock, N.B. to Calgary, Alta. With the help of CPR's logistics management division, FEMO2 was able to ship the bottling plant across the country with ease in 30 days.



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# Dossier marchandises

**Les forestières : un gros client des chemins de fer**

*CN packaged lumber train en route near Canoe River, British Columbia/Un convoi de bois d'œuvre préparé par le CN, près de Canoe River (C-B)*



*CN directly links three of the four great lumber producing regions in North America — western Canada, eastern Canada and the southern United States. Near Clemina, BC./Le CN dessert directement trois des grandes régions forestières d'Amérique du Nord : l'Est du Canada, l'Ouest canadien et le Sud des États-Unis. Près de Clemina (C-B).*

## Rail Commodities: The Series

**Forest Industry Key  
Railway Customer**



**ANY WAY IT IS MEASURED**, the forest products industry is a key customer for the country's railways, big and small. For CN, it amounts to about one-quarter of its business.

For some of the short lines, it is closer to one-third.

As the Forest Products Association of Canada notes, the industry accounts for three per cent of the country's annual GDP and it is a major exporter, shipping \$45 billion of goods to markets around the world. It contributes \$35 billion or about 60 per cent to Canada's annual balance of trade. The industry generates annual revenue of \$81 billion of which \$9 billion comes from forestry and logging operations, \$35 billion from wood manufacturing and \$37 billion from paper making.

The FPAC estimates that one of every 17 jobs in Canada is tied to the forest products sector. Adding in related employment, the industry generates employment for close to one million people.

At the same time, it is an industry that faces tough global competition and constantly changing markets for its products. Falling newspaper circulation has diminished the demand for newsprint and low-cost foreign lumber producers are also challenging Canadian companies in many world markets. Add on the punishing United States duty on softwood lumber and a picture emerges of an important economic sector in tough times.

The Canadian railways try to help the industry by providing modern, high-capacity freight cars and efficient delivery of their products including wood pulp, paper, paperboard, newsprint, lumber, panel, Oriented Strand Board, woodchips and logs.

**It is estimated that each one-cent gain for the Canadian dollar reduces revenues of Canadian forest products companies by \$528 million annually, while U.S. softwood lumber tariffs, for example, have cost FPAC member companies over \$3.4 billion in charges.**

*Continued on page 34*

**L'INDUSTRIE FORESTIÈRE EST L'UN** des principaux clients des chemins de fer canadiens. Elle rapporte le quart du chiffre d'affaires du CN, et le tiers des revenus de plusieurs chemins de fer d'intérêt local.

Selon l'Association des produits forestiers du Canada (APFC), le secteur représente trois p. cent du PNB Canadien et 45 milliards de dollars d'exportations. Il contribue au surplus commercial, à hauteur de 35 milliards, ou 60 p. cent. Son chiffre d'affaires est de 80 milliards, dont 9 viennent de la coupe du bois, 35 de la fabrication et 37 des pâtes et papiers. Un emploi sur 17 serait lié au secteur. Avec l'emploi indirect, on compte un million de travailleurs.

Le secteur traverse des moments difficiles : le tirage des journaux a diminué, les étrangers font la vie dure au bois d'œuvre canadien dans de nombreux pays, et les États-Unis imposent des tarifs compensatoires.

Les chemins de fer canadiens tentent donc d'aider le secteur en lui proposant des gains d'efficacité. Le CN et le CFCP donnent tous deux accès au marché américain, principal débouché, soit directement ou par l'intermédiaire de leurs partenaires. C'est ce qui a permis de maintenir un fort volume malgré les tarifs douaniers compensatoires.

Vee Kachroo, VP Ventes du CN, affecté aux forestières, dit comprendre les besoins de rationalisation de ses clients. Certaines usines ferment ou réduisent la production, mais d'autres sont en expansion. Le CN a réagi en ajoutant des wagons et en achetant les chemins de fer Illinois Central, Wisconsin Central et BC Rail. Il est ainsi devenu le plus important transporteur de produits forestiers d'Amérique, avec les économies d'échelle que cela suppose. L'entreprise va même jusqu'à charger les wagons six ou sept jours par

**On estime que chaque gain d'un cent du Huard fait baisser de 528 millions annuellement les revenus des forestières canadiennes, tandis que les tarifs américains sur le bois d'œuvre leur ont coûté plus de 3,4 milliards.**



*Vee Kachroo, CN's vice-president of sales, forest products/Vee Kachroo, VP Ventes, Produits forestiers, au CN*

*Suite à la page 35*

## Rail Commodities

Continued from page 33

The American lumber market is Canada's most important by far and CN and CPR, via their own lines or with partner railways in the United States, have access to all the key destinations. The FPAC notes that "even with a slow U.S. economy, continued appreciation of the Canadian dollar, and punishing U.S. softwood duties, shipments remain strong."

Vee Kachroo, CN's vice-president of sales for forest products, says his company understands the rationalization and consolidation of capacity underway in the forest products sector and the pressure the industry faces to control its costs. While some mills are closing or scaling back production, others are expanding.

CN has responded with the addition of new railcars and the acquisition of the Illinois Central, Wisconsin Central and BC Rail, which makes it the largest

carrier of forest products in North America. As a result, it is able to offer longer hauls and better capacity utilization to customers. "We present a much better option for transportation from mills to markets.

"We are partnering with these companies to make our operations more efficient," he explains in an interview. That includes moving where possible to six- and seven-day-a-week loading of railcars, which makes for better use of freight cars than is possible if a company only loads five days a week.

CPR says that nine per cent of its traffic is forest products from facilities in British Columbia, northern Alberta, northern Saskatchewan, Ontario and Quebec to destinations throughout North America. Its main commodities are wood pulp, lumber and newsprint destined for the U.S. and for export through the Port of Vancouver.

The railway says it has added trans-load facilities where trucks bring products for loading on railcars to help the industry ship in large quantities. It also works with short lines to attract additional forest products traffic. "A major CPR advantage is the extensive modernization and expansion of its pulp, paper, OSB boxcar and centre-beam fleets," the company says. "Heavier payloads and fewer cars have generated productivity improvements and reduced damage."

Bob Feeney of Athabasca Northern Railway says the role of short lines in the forest products industry has become a lot more than just transporting logs. His railway also unloads the trucks, weighs the trucks, manages the inventory, and has even built storage yards along the railway. "That's what it took for us to gain the business," he says. "The role of short lines is to be more than just a transportation company, but also a full logistics provider."

"The service is more personalized, reflects more their (the customer's) needs, and is quicker to adapt to the changing atmosphere in the industry," says Bill Sclater of the Quebec Gatineau Railway (QGRY). He points out that

Continued on page 37



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## Dossier marchandises

Suite de la page 33

semaine, pour les utiliser au maximum.

Pour sa part, CFCP attribue neuf p. cent de son trafic aux produits forestiers canadiens destinés aux États-Unis ou à l'exportation par le port de Vancouver. L'entreprise s'est munie de centre de transbordement additionnel. Elle collabore avec les chemins de fer d'intérêt local pour attirer plus de trafic. Elle a beaucoup modernisé ses wagons à pâte, à papier, à panneaux de fibres et à support central. L'augmentation de la charge moyenne et la réduction du nombre de wagons ont rapporté des gains de productivité en même temps qu'elles ont réduit les dommages.

Bob Feeney, d'Athabasca Northern Railway, considère que les chemins de fer d'intérêt local doivent aller au-delà du transport des billots de bois et prendre en charge la logistique. Par exemple, son entreprise charge aussi les camions et gère les stocks.

« Le service doit être plus personnalisé », renchérit Bill Sclater du chemin de fer Québec-Gatineau. Son entreprise a complètement changé d'équipement depuis 1997. Il ajoute qu'il est plus facile pour lui de servir la clientèle locale que s'il était à l'autre bout du pays. Québec-Gatineau, fondée en 1997, a commencé immédiatement à transporter des pâtes et papiers. En 2000, l'entreprise a construit un entrepôt pour le bois d'oeuvre. Elle a accès à une dizaine

d'usines dont sept sont ses clients, avec 20 000 wagons complets par année.

Athabasca Northern, active depuis 2000, a signé un contrat d'un demi-million de tonnes par an avec la forestière Alberta-Pacific en 2002. Les deux partenaires ont absolument besoin l'un de l'autre. M. Feeney explique : « Nous sommes entourés de forêt d'un bout à l'autre de notre voie ferrée qui dessert le Nord de l'Alberta. »

L'expansion de l'économie mondiale, surtout dans le bassin en Asie-Pacifique, laisse présager une croissance des exportations canadiennes de produits forestiers. Autre facteur : la construction résidentielle. On s'attend à ce que les

Suite à la page 39

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## Rail Commodities

*Continued from page 34*

his railway's fleet has changed dramatically since it became a railway in 1997.

He adds that it's convenient for him to be in Trois-Rivières making decisions for a customer in Hull, as opposed to halfway across the country. "We're closer to the customer locally," he says.

"We have a limited number of shippers so we have to really understand what their transportation issues are, and find a way to solve their problems for them. We have to think outside the box and in areas railways traditionally haven't been," says Feeney.

Sclater says QGRY became a railway in 1997, began moving pulp and paper immediately, and started handling lumber products from Québec City in 1998. In 2000, the railway built a warehouse to handle board traffic. There are 10 pulp and paper mills on the line. QGRY has access to all of them and serves seven. Sclater says they move roughly 20,000 carloads a year.

Athabasca Northern became a railway in 2000 and signed a contract with Alberta-Pacific Forest Industries Inc. in 2002. Athabasca moves hard wood and soft wood logs, hard wood to a pulp and paper mill, and soft wood to a lumber mill. They move a combined total of approximately one-half-million tons per year.

It's a symbiotic relationship. The railways play a large role in moving forest products, but that business is also

*Continued on page 38*

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## Rail Commodities

Continued from page 37



very important to the railway's continued success. Feeney says it's very important to his railway because they operate in northern Alberta and forestry is a big part of the economy there. "We're surrounded by forests from one end of our line to the other," he says.

Sclater says it's a "big part of our small line," and that QGRY is very much tied to the forest products industry in Québec. CN and CPR agree that the demand for forest products is cyclical and that requires the railways to be

vigilant in assessing transportation requirements and flexible in assessing the demand for freight cars.

"In general, global forest products demand is a function of population growth and increased standard of living, and these factors are predicted to drive up world consumption significantly," CPR says. "Continued global economic expansion, particularly in the Asia-Pacific region, is forecast to drive Canadian export growth."

Another critical factor is housing construction. "North American housing starts are expected to remain strong due to low mortgage rates, economic recovery and the increase in size of the average house — all driving demand for lumber and panel products," CPR adds. "Pulp and paper demand is affected by print advertising and circulation levels, as well as consumption rates for packaging and new value-added products." This sector will see more modest growth.

Kachroo notes that the cyclical nature of the industry enables CN to take advantage of its extended network and diverse range of commodities to make the best use of its railcar fleet. It has established a guaranteed car ordering program to provide customers with assurances they will get the cars they need to move product to meet customer demands.

The program also helps CN better forecast freight car requirements, improve the deployment of its cars and discourage customers from holding onto cars to ensure their requirements are met. "It is a disciplined system," he points out. "Nobody is off the hook. It's clear to everyone that we have to improve the supply chain."

"Customers understand the need to improve transportation efficiency," he continues. CN is working to get its partner American railways to handle loads as efficiently as it does. "We are working on the bottlenecks."

CN plans to add to its fleet of more than 3,000 centre-beams — 72-foot-long flat cars with a partition running the length of the car — that are used to haul lumber, Kachroo notes. As well, it is

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## Dossier marchandises

*Suite de la page 35*

Les mises en chantier restent fortes en Amérique du Nord, à la faveur des faibles taux hypothécaires, de la reprise économique et de la hausse du



prix des maisons. Quant à la demande de pâtes et papiers, elle restera plus modeste.

Pour mieux suivre les fluctuations du secteur forestier, le CN a créé un programme de wagons garantis, qui assure aux clients qu'ils auront l'équipement nécessaire au moment voulu. Ce programme aide le CN à prédire les besoins et à mieux déployer l'équipement. Les clients ont aussi moins tendance à retenir les wagons vides. L'entreprise prévoit d'ajouter plus de 3 000 wagons à support central — des wagons de 72 pieds avec une partition longitudinale — qui servent à transporter le bois d'oeuvre.

*Suite à la page 41*

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## Dossier marchandises

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Elle développe aussi son parc de wagons de 60 pieds pour les autres produits forestiers. M. Kachroo décrit ce plan d'expansion comme une stratégie de croissance contrôlée, conçue pour suffire 95 p. cent du temps plutôt qu'à la demande maximum.

Au CFCP, on rappelle que l'entreprise est un chef de file mondial dans la conception de pratiques sécuritaires pour le transbordement du papier en rouleaux. Son service de réclamations et de prévention des avaries est le seul en Amérique à proposer des ateliers de formation sur la manutention du papier.

Les forestières canadiennes ont dépassé leurs concurrentes étrangères au chapitre des gains de productivité, mais elles se heurtent encore au cours du Huard et aux tarifs douaniers. (On estime que chaque gain d'un cent du Huard fait baisser de 528 millions annuellement les revenus des forestières canadiennes, tandis que les tarifs américains sur le bois d'oeuvre leur ont coûté plus de 3,4 milliards.)

Le Canada exporte plus que jamais et peut s'attendre à continuer, mais les forestières canadiennes devront travailler fort pour obtenir le plein accès aux principaux marchés en croissance. Ce sont généralement des marchés où l'on doit surmonter des obstacles tarifaires. Par exemple, les papetières canadiennes paient 80 millions en droits d'importation en Asie et en Amérique latine, tandis que les quotas européens et japonais font perdre le plus de 7 millions par année en ventes de contreplaqué. ●



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## Rail Commodities

Continued from page 38



building up its fleet of 60-foot boxcars designed to haul other forest products. “Every year we get bigger and more efficient cars. This means our customers keep getting the same type of cars which is better than when we had a myriad of older cars.”

He described the company’s fleet expansion plans as a controlled growth strategy as it has used in the intermodal sector. “We design it for 95 per cent of the time — not for peaks.”

CPR points out that it is a world leader in developing safe loading and unloading practices for rolled paper products. “Our Damage Prevention and Freight Claims group offers the only industry-wide paper handling workshops in North America. We have set industry standards for loading patterns, dunnage materials, general handling of papers, and play a leading role in the development of new products that provide protection for goods.”

The FPAC explains that its members, who account for the bulk of forestry operations in Canada, “have increased their efficiency and productivity more rapidly than companies in other nations. But for the industry to grow, it must overcome challenges such as the continuing appreciation of the Canadian dollar on world markets and costly barriers that limit free trade.

(It is estimated that each one-cent gain for the Canadian dollar reduces revenues of Canadian forest products companies by \$528 million annually, while U.S. softwood lumber tariffs, for example, have cost FPAC member companies over \$3.4 billion in charges).

“In fact, overseas markets for Canadian forest products companies are being reshaped by a number of factors,” the FPAC adds. “Canada is exporting more than ever and can expect to continue that trend, but the industry must still work hard to gain unfettered access to markets where the bulk of growth is occurring. These markets also tend to be where duties and tariffs block our way. For example, Canadian paper producers pay \$80 million in duties in Asia and Latin America, while European and Japanese quotas cost our plywood producers over \$7 million a year in sales.” ●

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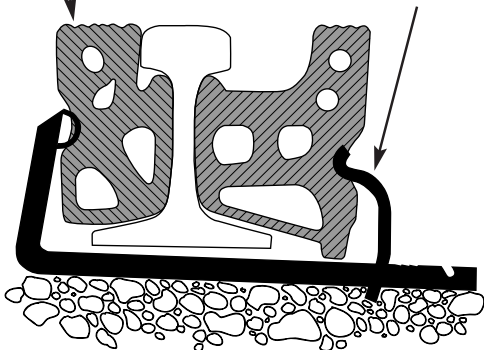




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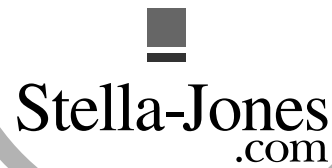
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# Railway Safety to be Improved Across Canada

**TRANSPORT MINISTER JEAN-C. LAPIERRE** has announced that the federal government will provide more than \$11 million to improve safety at 80 highway/railway crossings across the country.

Under Transport Canada's grade crossing improvement program, eligible railway crossings are upgraded, relocated or closed. Improvements may include installing flashing lights and gates, adding gates or extra lights to existing systems, linking crossing signals to nearby traffic lights, modifying operating circuits, or adding new circuits or timing devices. A listing of the railway crossings receiving funds can be found on Transport Canada's website at [www.tc.gc.ca](http://www.tc.gc.ca).

## Kamloops Injury Prevention Network Receives CN Grant

The CN Safe Community Fund has awarded the Kamloops Injury Prevention Network a \$3,400 grant to support three rail safety initiatives the committee is undertaking this year. The first initiative encourages a

collaborative effort in developing and implementing a rail safety plan for the community. It includes CN, CPR, Rocky Mountain Rail, Kamloops Heritage Railway, Kamloops Indian Band, City of Kamloops, Kamloops Injury Prevention Network, and other interested community members. The group's focus is on preventing accidents at highway-railway crossings and discouraging people from walking on or near railway tracks. The second initiative targets adults and is designed to heighten awareness to the potential dangers at railway/highway crossings. It comprises two activities: the distribution of safety-related promotional products at high-profile sporting events and the promotion of rail safety through local media. The third initiative features mural paintings, displays and activities that heighten awareness of rail safety among children. ●

**The group's focus is on preventing accidents at highway-railway crossings and discouraging people from walking on or near railway tracks.**



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**Capital Railway Publishes its  
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A copy of Capital Railway's Three-Year Rail Network Plan is available for review at [octranspo.com/train\\_menu.htm](http://octranspo.com/train_menu.htm)  
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## On the Move

**John Dalzell**, vice-president, Risk Management for CN, an expert on transportation security and public safety issues, and a member of both the Canadian Association of Chiefs of Police and the Executive Security Working Group of the American Association of Railroads, has been named to Canada's Advisory Council on National Security. Between 1997 and 1999, Mr. Dalzell was Chief of CN Police, and from 1990 to 1997, he was Assistant Director of the Montreal Urban Community Police Service.

•••

**Charles Frederick Mitchell Ross** and **Louis Tremblay** have been appointed by Transport Minister Jean-C. Lapierre to the Board of Directors of VIA Rail Canada. The minister said Mr. Ross' extensive knowledge in business and law, and Mr. Tremblay's technical and business backgrounds will be assets to VIA Rail.

•••

**Sean Finn**, senior vice president Public Affairs, chief legal officer, and corporate secretary CN, was appointed second vice-chair (volunteer) of the Board of Directors of the Canadian Chamber of Commerce.

•••

**Kells Boland** has been named project manager of the feasibility study into the proposed Alaska-Canada rail link. Boland is a consultant with Calgary-based PROLOG Canada, with experience on both the Canadian and American side of the border. Boland said he has approximately one year to complete the study.

•••

**Bill Drew** has been appointed the new executive director of the Churchill Gateway Development Corporation. The position involves developing new opportunities for the port, which is served by the Hudson Bay Railway Company. In the past Drew has been director of Rail Logistics and Country

Operations for the Canadian Wheat Board, and director of Grain Operations for CN in Winnipeg.

•••

**Joseph Boardman** is the new administrator for the U.S. Federal Railroad Administration. Boardman was nominated by President Bush and has received US Senate confirmation. Boardman served as the commissioner of the New York State department of transportation since 1997. He also served as the chairman of the American Association of State Highway and Transportation Officials' Standing Committee on Rail Transportation for four years.

•••

**Terry McManaman** and **Robb Thompson** have been added to Global Railway Industries' Board of Directors. **Darren Zatwarnitski** has been appointed the company's vice president of Finance.

*Continued on page 48*



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## On the Move

Continued from page 47

...

**Scott Wilson** has been appointed as new chief financial officer and vice president, Finance, of Canfor, a Canadian integrated forest products company based in BC. Wilson is the former senior vice president and controller of Calgary-based pipeline operator Enbridge.

...

**John Bromley** has been named director, Historic Projects, for Union Pacific. Bromley was director, Public Affairs, and worked as a media spokesperson for the railroad for more than 25 years.

...

**Cheryl Sutton** is Ontario Northland's new vice-president, Passenger Services — responsible for overseeing Ontario Northland's fleet of 23 motorcoaches, the Northlander, Little Bear and Polar Bear Express passenger trains. Ms. Sutton has 20 years of experience in ONTC's operations, finance, marketing, labour relations and strategic planning. ●

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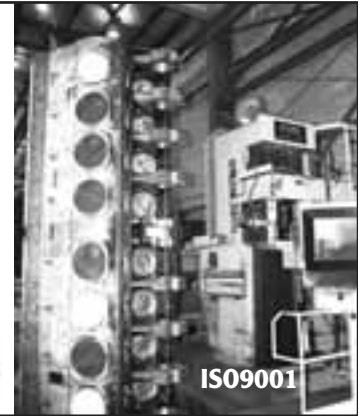
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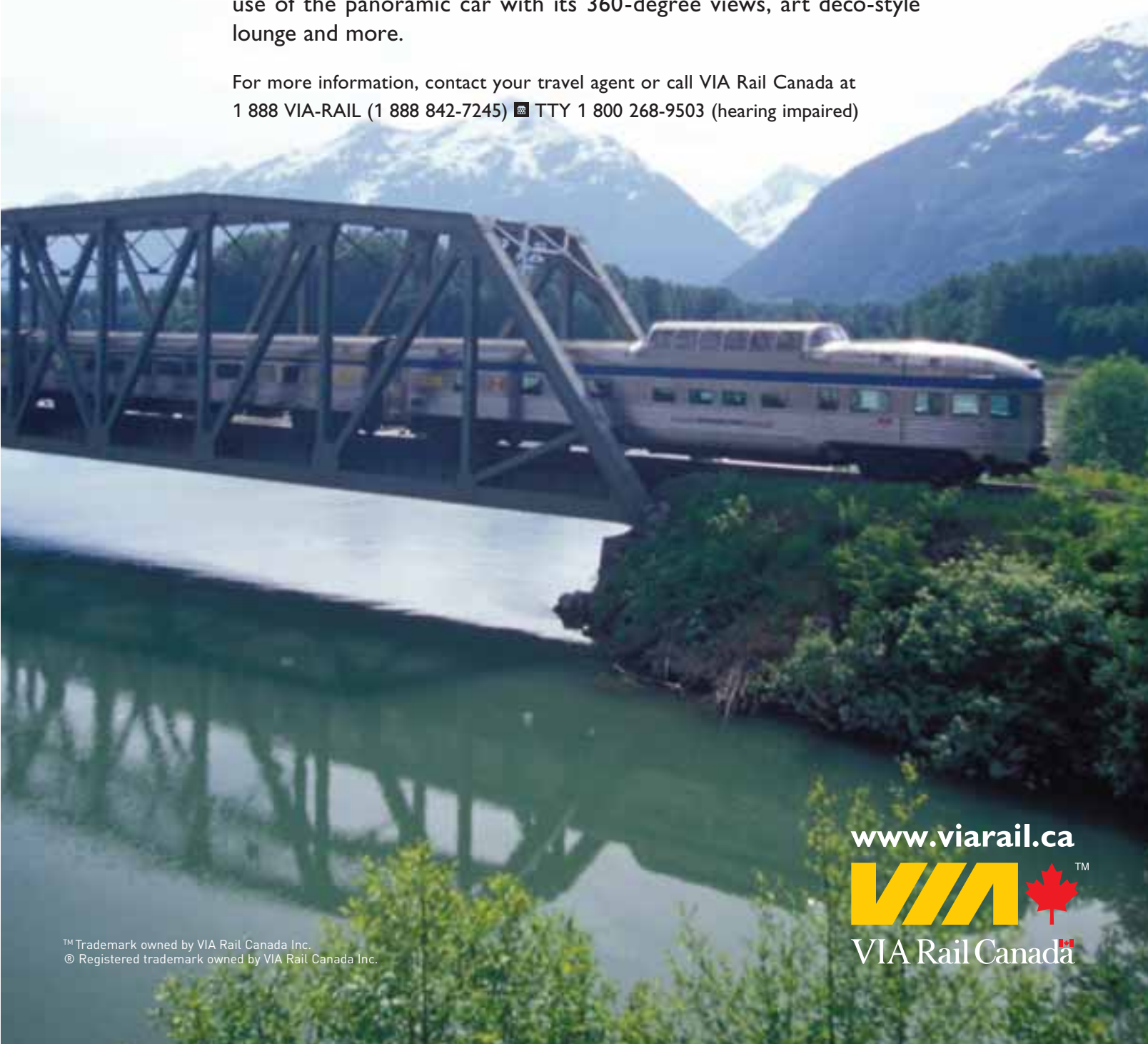


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