



THE VAN HORNE INSTITUTE



Proceedings Report

2003 Transportation Blueprint Workshop

March 25 & 26, 2003 – Calgary, Alberta



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Background

On February 25, 2003, the Federal Minister of Transport, the Hon. David Collenette, released a document, *STRAIGHT AHEAD – A Vision for Transportation in Canada*, which sets out a framework for the kind of transportation system that will take us into the next decade and beyond. This vision of the future of our transportation system is the result of a two-year undertaking by Transport Canada and includes the year long work of the panel which reviewed the *Canada Transportation Act*.

This Proceedings Report is the outcome of a workshop held to “hear, synthesize and coordinate industry response to Transport Canada’s *Straight Ahead*” document. This workshop, held March 25 and 26, 2003 in Calgary, was jointly hosted by the Van Horne Institute and WESTAC. Discussion, debate and how the Blueprint can be used to develop partnerships and action plans were elements of the meeting.

This report represents a neutral, balanced synthesis of the formal presentations and the resulting discussions by the 120 participants. It does not represent the viewpoints of either the Van Horne Institute or WESTAC; it is provided to participants and Transport Canada as a faithful record of the event.

Acknowledgements

The support provided by our sponsors (listed on the inside back cover) made this event possible. We express particular thanks to **Alberta Transportation**, which financed the production and distribution costs to issue this Proceedings Report.

1. Overview

Many workshop panelists and delegates commented positively on the production of *Straight Ahead: A Vision for Transportation in Canada* (*Straight Ahead*)¹ by the Hon. David Collenette and Transport Canada. They **supported many of the broad principles set out such as: increased access to transportation services by the disabled, the need for increased safety and harmonization of regulations across Canada, protection of the environment, increased innovation, and the development of partnerships.** *Straight Ahead* is the first national transportation policy which pays attention to all dimensions of sustainability – economic, environmental, and social – it represents a form of leadership from the Government.²

Many participants expressed that *Straight Ahead* provides a great start for the future of transportation in Canada but went on to suggest additional issues that should have been covered in the document and raised concerns about implementation of the principles. A long-term vision document should have included:

- an analysis of what the demands for transportation will be in ten years and whether industry can meet those demands
- commitment to maintaining/protecting East-West trade routes
- a greater focus on continental policy and recognition that for a large part of the industry, the real competition is with the U.S.
- a position on the future of the Government-owned rail car fleet.

In addition, the Government should have ensured its transportation policy was more comprehensive and included the marine and trucking industries to a far greater extent.

Several panelists said that transportation policy is **incomplete without a funding commitment.**

Transportation policies in the U.S. include estimates of how much money is required to implement the policies and include a financial plan on how to achieve it. Many participants agreed that transportation is treated as a “cash cow” in Canada; *Straight Ahead* does not commit to reinvesting revenues from transportation (fuel taxes, airport rents, gross revenue charges on ports, tolls, etc) back into the system.

Many participants were also concerned that the **implementation of the vision is inconsistent with the principles set out.** For example, the regulating of access differs by mode. Government would like to impose interlining for airlines but rejects the similar notion of running rights for rail. Policies dealing with investments in security should be consistent across modes and with competitors in the U.S.

Some believe that *Straight Ahead* is not a true vision document. A vision should examine our most cherished beliefs and not just make minor changes to the current policy environment. It was also stated that the document is too reactive to current industry problems.

It was hoped that through initiatives such as *Straight Ahead*, transportation will gain a higher profile on the social and economic agendas.

2. Vision

Most workshop participants were pleased with the vision set out in Chapter 2 of *Straight Ahead*. Several presenters specifically thanked Transport Canada for developing the vision and congratulated them for their efforts. Workshop participants made specific comments supporting the concept of integrating economic, social, and environmental policies.

¹ Canada. Transport Canada. *STRAIGHT AHEAD – A Vision for Transportation in Canada*. Ottawa, 2003.

² Government refers to the Federal Government.

At the same time, a number of participants commented that the vision is not broad enough and they were critical that it is not followed consistently throughout the document and in the subsequent legislation introduced, Bills C-26³ and C-27⁴. Many were disappointed that although Canada now has a vision for transportation, we still lack a national highways policy. Participants said that the Government should have given more thought to the broader view of transportation and its impact on the economy. **Art Macklin**, a Director of the Canadian Wheat Board, questioned the Government's sincerity in applying the three elements of a sustainable transportation system – social, economic, and environmental – in rural areas as transportation costs have been loaded onto rural communities and transportation policy has been a driver for rural decline. Participants were generally supportive of the declaration of transportation policy in section 5 of Bill C-26; however one participant suggested that such policy statements should be more concise and easier to understand which would allow transportation to move up on the public agenda.

There was concern about whether the vision sets out the right pricing signals for investment decisions. The Province of Alberta believes that the term “right pricing signals” means user pay. The Province said that taxpayers are already paying enough and warned that road pricing **will not** go far in Alberta.

Air industry participants were concerned that *Straight Ahead's* commitment to encourage partnerships is contrary to Bill C-27 which explicitly prohibits airports from partnerships. Airport representatives did not understand why the Government does not want partnerships for airports. Government chose a not-for-profit model for airports which restricts airports in raising capital. Air carriers, in contrast, are concerned with partnerships as a problem arises

about who gets rewarded from benefits of business deals. Some participants said that there should be a debate on the privatization of airports.

3. Marketplace Framework

Workshop participants supported the principle of allowing competition and market forces to be the prime agents to guide development of the national transportation system. Concerns were expressed that this principle has not been followed consistently in the document and would not be followed consistently in the future.

The air industry

There was significant discussion about the future of Canada's air industry and whether Government should undertake any actions to protect the viability of Air Canada. This is one area where **participants were particularly concerned that the marketplace framework principle would not be adhered to.**

Straight Ahead indicates that in keeping with the findings of the Independent Transition Observer, legislation to provide interlining will be introduced. Legislation, Bill C-26, has been introduced and includes provisions relating to interlining, access to loyalty programs, and joint fares. Many participants were opposed to these changes. **Debra Ward**, the Independent Transition Observer, made it clear that she had not recommended interlining of this nature. Further, a regional carrier's representative questioned whether the proposal for forced interlining makes sense when we have a system of small regional carriers. His view was that it is not optimal to force commercial entities to enter into such agreements.

³ Bill C-26, *An Act to Amend the Canada Transportation Act and the Railway Safety Act, to Enact the VIA Rail Canada Act and to make consequential amendments to other Acts*, 2nd sess., 37th Parl., 2003.

⁴ Bill C-27, *An Act respecting airport authorities and other airport operators and amending other Acts*, 2nd sess., 37th Parl., 2003.

Participants did not universally agree with the position taken in *Straight Ahead* regarding the degree of foreign ownership and competition that should be permitted. Many felt the Government's position was not in Canada's long-term interests, as the harsh realities of the current marketplace will not last. Some argued that it is not consistent to advocate increased competition while not allowing foreign ownership. Allowing foreign ownership would reduce the cost of capital for airlines. Airline representatives were not as concerned about the restrictions on foreign ownership. They report having little difficulty raising capital from Canadians. Airlines said that Canadians have not suffered from lack of foreign ownership, as prices are already extremely competitive. Others felt that any debate over foreign ownership must include the issue of control. Some fear that if control shifts outside of Canada, the system will not be developed in the best interests of the country. However, if the system degraded with foreign ownership, some participants stated that it would be likely that other airlines would come in to fill the gaps. Canadians should fly a particular airline because it provides good service and value, not because it is owned by Canadians.

A number of participants stated that competition would be enhanced by permitting foreign air carriers to operate domestic air services. It was suggested that now is not the time for Open Skies but that **the vision should be for a "NAFTA of the skies"**. Negotiations are very complex, will take several years and should be commenced soon. An airline representative said that before cabotage is allowed, the Government must correct taxation imbalances in areas such as the aviation fuel tax. The Province of Manitoba supports a transition strategy of gradually liberalizing Canada's international air agreements, given the current impact of global terrorism on air travel demand. However, this strategy should be reviewed within a reasonable time as it is not consistent with the Government's long-term vision. Once the immediate global industry cri-

sis is resolved, the Government should consider unilaterally granting the right of establishment to foreign owned carriers operating with Canadian employees and equipment.

Participants want the Government to be consistent; rather than supporting a particular carrier, Government should support the industry. It was expressed that currently there are too many ad hoc policies which result in an uneconomic cost structure for the industry. **Fees, charges, and taxes should be consistent across all industries; all modes should be subsidized or none should be.** There was widespread agreement that **market forces should be the prominent, determining factor in the viability of airlines**, and that Government needs to accept the discipline of the market. One participant remarked that the marketplace framework principles are not followed in Bill C-27 which shows a fundamental mistrust of the private sector.

Freight Rail

There was diverse reaction to *Straight Ahead* from railway and shipper representatives. Railways were concerned about the increase in shipper protections while shippers argued that the changes do not go far enough to increase competition.

Railways generally supported the principles set out in *Straight Ahead* but are concerned that the changes will result in increased regulations. They agree with the conclusion that most shippers are well-served most of the time and radical solutions are not needed. Railways are pleased that the Government has primarily adopted the recommendations of the Canada Transportation Act Review (CTAR) Panel. They believe that not adopting the CTAR recommendations for running rights was the proper decision. A non-railway panelist supported this position, stating that granting running rights would be reckless because railways provide 100% of their infrastructure and therefore Government should provide sufficient protec-

tion from competition, and also because the current provisions provide shippers with sufficient protection from market abuse. Railways were concerned that the removal of substantial commercial harm, expansion of final offer arbitration to third parties, and availability of competitive connection rates increase shipper protections. They said that commercial negotiations between railways and shippers should be paramount.

In contrast, **shippers believe that more competition is necessary and that the current and proposed remedies are not a substitute for competition.** Shippers support the retention of level of service requirements, the removal of the substantial commercial harm test, and the retention of the revenue cap for grain shipments. They are dissatisfied with the current running rights provisions particularly since the Canadian Transportation Agency does not enforce them.⁵ Shippers argued that *Straight Ahead* should have included open access or reverse onus running rights. *Straight Ahead* explains why global running rights will not be granted but ignores specific situations where they should be allowed. **Kevin Doyle**, a representative of Luscar Ltd., said there are large areas in Canada without effective competition and shippers in these areas are ignored in *Straight Ahead* and in Bill C-26.

Shippers were also critical of the new competitive connection rate (CCR) remedy, which replaces the competitive line rate (CLR) remedy, as it imposes too many tests and because the description of the competitive connection rate in *Straight Ahead* is significantly different from the legislative provisions set out in Bill C-26. One shipper representative stated he would prefer to operate with the current CLR remedy rather than the proposed CCR. An academic panelist supported shippers' concerns arguing that the current access provisions do not work

and that running rights should at least be attempted as they may be in the railways' best interests.

Essentially, **shippers seek a safe, effective system at the lowest possible cost.** Shippers criticized the Government for paying more attention to the health of the railways than the health of the shippers. They suggest that transportation policy needs to be developed to ensure not only carrier viability but also to enhance trade. Shippers question whether they exist to ensure a viable rail network or whether railways exist to ensure shippers can trade.

The representatives from the Provinces of Alberta and Manitoba generally supported the shipper viewpoints. The Province of Alberta was pleased with the changes in shipper protections (competitive connection rate, expansion of final offer arbitration and removal of substantial commercial harm) as the shippers may benefit from these changes. The Province of Manitoba agreed, stating that Bill C-26 amendments are good interim measures but in the future every shipper should ideally have access to every carrier. Both provinces were disappointed that running rights were not included. The Province of Manitoba suggested that if one or more shippers support a running rights application then the onus should be on the host railway to demonstrate that granting running rights would not be in the public interest.

Passenger rail

Participants were very **concerned with the commitments made to publicly fund passenger rail services, especially VIA Rail.** There was substantial concern expressed about the "harmful impact of subsidies to VIA Rail on Rocky Mountaineer, a successful private passenger rail service operating between

⁵ Ward Weisensel of the Canadian Wheat Board reviewed three recent Canadian Transportation Agency decisions in which the applicants were unsuccessful although he viewed that they should have been granted the relief sought. Two decisions involved railways seeking a remedy under s. 138 of the *Canada Transportation Act*, and the third involved a shipper requesting a running rights remedy for inadequate level of service.

Vancouver, Jasper, Banff and Calgary. Rocky Mountaineer took over VIA Rail's money-losing operation on these routes some time ago and has transformed it to a tremendously successful service". Some felt it was inconsistent that global running rights were dismissed for freight but are allowed for VIA Rail, commuter rail and other publicly funded passenger operators. Furthermore, the principles of user pay and modal neutrality are not consistent with public funding of inter-city passenger rail services. **Bill Waters**, who served as a member of the CTA Review Panel, said that VIA Rail is clearly an anomaly to marketplace frameworks, adding that, "sometimes when you are fighting alligators one of them gets away."

Motor carriers

The trucking industry was disappointed that *Straight Ahead* does not mention the viability of truck carriers and does not deal with the issue of how Canadian truck operators compete with their US counterparts.

Bus industry

The bus industry believed that the marketplace framework provides a good balance between carriers and passengers but was concerned that **the principle of modal neutrality be adhered to**. The motor coach industry is highly competitive and is vulnerable to policies which provide subsidies to their passenger rail competitors. Carriers would be able to make increased investments if they were assured that the Government would follow the guiding principles set out in Chapter 2 of *Straight Ahead* and section 5 of Bill C-26.

Marine industry

Workshop participants were disappointed that insufficient attention was given to the vital marine industry. To be comprehensive, **a transportation policy document which sets out the vision for Canada's transportation system must include all modes**.

Representatives of **the marine industry praised Transport Canada's involvement in studying the benefits of the marine industry**. Participants were concerned that Government policies and structures have a negative impact on port competitiveness and provide too much regulation. The majority of marine transportation providers do not compete in Canada, rather they compete with foreign routes and foreign marine service providers. The lack of co-ordination between Federal Government departments such as Transport Canada, Department of Fisheries and Oceans, Environment Canada and others is very burdensome on ports. The Government should seek to harmonize policies, rules, and regulations across departments.

Participants stressed that they want the Canada Marine Act Review Panel's report released as soon as possible. There was concern that accepted recommendations will be delayed in implementation with the upcoming leadership transition. The Government should also look at short sea shipping opportunities as a means to reduce highway congestion, improve utilization of waterway capacity and reduce greenhouse gas emissions. If pricing signals were corrected there would be an opportunity to use short sea shipping in the Vancouver area to move empty containers.

4. Infrastructure

Governance and Commercialization

Airports

Workshop participants discussed governance and commercialization of airports, including airport rents and the proper legislative framework for airports. Participants were disappointed that although *Straight Ahead* observes the need to review airport rents, it does not offer a vision for the purpose of these rents. Many participants stated that **airport rent, in conjunction with the additional charges**

levied on the system (navigation fees, fuel taxes, airport improvement fees, air traveler security charge) are harming the air industry and small airports. These charges are especially devastating to short-haul aviation services. This continual de-stimulation of short haul may require consolidation of small regional airports so that they will have the traffic volumes to be served by larger aircraft. One provincial government representative stated that although the province supports increased cost recovery from users, airport rents should be eliminated or substantially reduced. Other participants agreed. A small airline representative said current policies do not address airports as a system, nor do they address the problems of increasing rents. An opportunity exists for airport rent to be used to make the airport network viable and offer a cap to the exposure of the largest airports. Another participant stated that rent is a misleading term; airport rents are really a form of taxation without representation.

Many workshop participants were critical of the airport governance model and of Bill C-27, the proposed Canada Airports Act. Most people believed that Bill C-27 grants too much power to the Minister, and could lead to stifling regulations and control. There was also concern that the new regulations would remove any entrepreneurial spirit from the airport authorities and return them to narrowly prescribed operations. One participant highlighted that **C-27 illustrates a tension between market principles and Government intrusion.** He suggested that we would have a better supply of services and access to capital if airports were completely privatized.

Airline representatives questioned the need for the high level of investments in airports. Some participants suggested that people need to remember that airports are not convention centers; they provide a transportation function. There was some discussion about the accountability of airport authorities and what the proper governance model should be. Currently, the local community has majority control of airport

boards of directors. It was suggested by an airline representative that the NAV Canada governance model is successful because of airline representation on its Board and that airports should have the same governance structure.

Some participants disagreed with the Government's policy that funding small airports is the responsibility of local governments. The Federal Government should have a role in ensuring air access to small communities; it should not, however, be solely Transport Canada's responsibility, rather other federal departments should be involved as air transportation should be viewed as a means to a policy-related social end. It was also suggested that the long-term viability of the NAS requires consideration of the collective responsibility of user pay – perhaps the system, rather than each airport individually, should be self-sufficient.

Marine industry – Ports and marine services

Participants from the marine sector supported the Government's port divestiture program. They believe, however, that the governance models should be fine-tuned to allow for greater user representation on port authority boards of directors. Marine industry representatives encourage the Government to **explore new areas for commercialization** such as the provision of marine navigational services. Commercialization initiatives which consider competitive issues and ensure that governance structures provide adequate user representation will be supported. The Government should build on the success of the St. Lawrence Seaway Management Corporation and NAV Canada governance models. The marine industry requested that Government move ahead on changes soon; it does not want to wait four years. An expedited timeframe is also important when looking at the future of the Seaway. Decisions need to be made on whether the shipping season can be extended and whether the locks should be expanded or replaced.

Roads and urban transit infrastructure

Provincial government representatives from Alberta and Manitoba were disappointed that *Straight Ahead* did not give more attention to highways and that the Federal Government views its involvement in highways as minimal. Most provinces do not have dedicated fuel taxes but still spend more than 100% of fuel tax revenue on transportation. Provinces with a small population base are unable to sustain road related expenses on their own. They therefore welcomed the commitment to seek to establish a governance model for major road infrastructure and pricing. There was widespread belief from participants that **fuel taxes are bad transportation and fiscal policy and are contrary to the vision of an efficient system**. Fuel taxes are an impediment to creating a new road pricing regime. A strong proponent of road pricing said we have the opportunity to integrate road pricing with the Kyoto Accord. We also have the opportunity to experiment with different road pricing models rather than having a Canada-wide policy.

Workshop participants were pleased with recent announcements concerning investments in transportation infrastructure. They hope that this funding will be sustained and increased in the future.

Strategic Investments

Participants generally agreed with the Government's position that when making strategic investments it would "place a high priority on projects supporting (1) an integrated transportation system, (2) trade and passenger corridors, and (3) urban transportation needs." One participant suggested that infrastructure improvements should also be tied to improving safety. Participants welcomed the recognition that **the Government needs to play a greater role in providing infrastructure**. It was felt that the infrastructure investment announcements to date are significant and

show an incremental improvement. However, an aggregate funding target should have been included to help build public confidence in the policy commitments.

An integrated transportation system

Participants agreed that having a transportation system which integrates modes so that the most efficient mode or combination of modes is used is a worthwhile objective. There was some concern that Government intervention would impair intermodality. **Barry Prentice** of the University of Manitoba was concerned with the lack of recognition of the growth of use of containers. He suggested the removal of cabotage restrictions on containers. Participants differed on how the Government should promote intermodalism. A shipper stated that intermodalism would occur through competition, not by government tinkering with taxation mechanisms. In contrast, a railway representative suggested that to increase intermodalism, Government should use classic tools of fuel taxes, capital cost allowance differentials and infrastructure funding. The marine industry asked that Government not forget the marine mode when it makes decisions regarding strategic investments as marine offers both environmental and safety advantages.

Urban transportation needs

There was concern expressed that funding for infrastructure will not have the desired impact in the urban environment, as the needs far exceed the funding available. Greater attention should be placed on urban design in order to mend the disconnect between land use and transportation. **The pursuit of congestion minimization will not be successful if taken alone**. Governments should place greater emphasis on congestion management; the use of intelligent transportation systems have a role in this area.

Participants were concerned that the Government will spend billions of dollars on

high-speed passenger rail which will compete with airlines and inter-city buses. Such a policy is not consistent with the principle of modal neutrality. Others were concerned that investments in high speed rail would reduce the funding available for road infrastructure. Many participants were pleased that the Government recognized the importance of preserving rail infrastructure in urban areas but some were disappointed that Bill C-26 does not give the same protection in rural areas.

Rural issues and remote access

Several participants stated that Canadians do not appreciate the wealth contribution from outside urban areas. More than 50% of Canada's wealth comes from northern and remote regions, and Canada is still a natural resource country. The delivery of resources happens through urban centers. It was expressed that *Straight Ahead* does not recognize that **transportation has a direct role in the economic development of remote regions**. Governments should take a broader view on where transportation investments are made. As there are not enough funds to solve urban congestion, they should look outside of urban areas to alternative routes which can provide the needed delivery of Canada's resources. In addition, the Government should collaborate with the provinces to define minimum standards for rural and remote regions.

Lisa MacGillivray, of the Canadian Industrial Transportation Association, encouraged all levels of government to take a wider view of infrastructure to include all types – physical, regulatory and costs. Governments should ask themselves how would they like to see infrastructure, 10 years from now, maintained and doing the business of the nation. Governments should also examine the impact that “soft costs” has on physical infrastructure. For example, is the Seaway system under-utilized because of high pilotage costs?

5. Environment

Workshop participants generally supported the Government's commitments to reduce transportation's impact on the environment. The Province of Manitoba supports the commitment to increase the understanding of full cost implications of, and better pricing signals for, the use of different modes of transportation. The Province, however, disagrees with the timelines and suggests that, rather than waiting for development of full cost data, a phased approach should be undertaken. Several participants commented that *Straight Ahead* contains good framework principles for the environment but should have gone further to set tangible targets such as reductions in emissions. Shippers were concerned that they will have to bear the increased costs of environmental protection.

A few participants had specific recommendations on additional policy changes which should be undertaken. One participant suggested that reducing taxes in the aviation industry would allow airlines to invest in more environmentally friendly aircraft. Other participants remarked that Canada should enhance efforts to collaborate with the U.S. and the international community to address transport-related environmental issues, especially in the marine sector. It is important that consistent international standards be developed in order to be workable and to maintain the competitive balance.

6. Safety and Security

The funding of security measures is an important issue. As a nation with a significant trading relationship with the U.S., many participants stated that **continent wide pre-clearance is key to being competitive**. Most discussion about security revolved around the air traveler security charge. Many people felt that the fact that air travelers pay 100% of the security costs is inconsistent with the principle of modal neu-

trality. The air traveler security charge creates two negative side effects: one, it reduces demand for air travel and two, it results in lower profits for airlines. This charge should not be viewed as a Finance issue.

7. Innovation and Skills

Workshop participants were very supportive of the initiatives in the innovation and skills area. Transport Canada was commended for trying to make Industry Canada recognize the importance of transportation. Many participants stated that **the biggest driver of innovation is competition**. Government-forced innovation will not be appropriate or lasting; transportation companies will be innovative when forced to do so by competitive pressures. Some participants are concerned that Bill C-26 diminishes the importance of competition.

One participant stated that the motor coach industry wants to innovate but needs assurances that their investments will not be penalized by Government providing a competing service. The same concern was expressed in relation to Rocky Mountaineer's passenger rail service through the Rockies. The motor coach industry is concerned that Government funding for high-speed passenger rail will have negative consequences on their investments. The marine industry would like Government to assist in accelerating the development of technologies for the marine sector and applying ITS research to the marine industry. It was also suggested that transportation research "needs a home and a focus" as there are too many national agencies and programs for transportation research.

Workshop participants were highly supportive of Transport Canada's efforts to work with Human Resources Development Canada (HRDC) to **encourage the development of sector councils in transportation**. The marine industry proposed that a marine sector council could help the industry alleviate the upcoming

skills shortage. The Railway Association of Canada reported on several skills related initiatives it is involved with. The Canadian Trucking Alliance encouraged the Government, particularly HRDC and Immigration Canada, to recognize trucking as a skilled occupation to allow for immigrants to fulfill the demand for truckers.

Overall, **participants welcomed the Government's pledge to assist with skills shortages in transportation**. Transportation is viewed as an old, low-tech industry and the industry needs help to get the message out that transportation is in fact a "cutting edge" industry and to get people excited about careers in transportation.



THE VAN HORNE INSTITUTE

Program

March 25, 2003

12:00 - 12:30 pm

Registration

12:30 - 1:30 pm

Overview of Vision

Moderator: **Peter Wallis**, President & CEO, The Van Horne Institute
Jean Patenaude, Director General, Strategic Policy, Transport Canada

1:30 - 2:15 pm

Panel 1 - Provincial Government Viewpoints

Moderator: **Ruth Sol**, Vice President, WESTAC
Jay Ramotar, Deputy Minister, Alberta Transportation
Don Norquay, Assistant Deputy Minister, Government of Manitoba

2:15 - 2:45 pm

Refreshment Break (Sponsored by Canadian Freightways)

2:45 - 4:30 pm

Panel 2 - Air Industry Viewpoints

Moderator: **David Gillen**, Professor of Economics, Wilfrid Laurier University
Debra Ward, Independent Transition Observer on Airline Restructuring
Cliff Mackay, President & CEO, Air Transport Association of Canada
Jim Glass, Managing Partner, Transwest Air
Scott Butler, Director, Corporate Planning, WestJet

4:30 - 5:45 pm

Panel 3 - Port & Marine Industry Viewpoints

Moderator: **Courtney Tower**, Journalist
Allen Domaas, President & CEO, Fraser River Port Authority
Ray Johnston, President, Chamber of Maritime Commerce

6:00 - 7:00 pm

Reception

7:00 - 9:00 pm

Dinner

Dinner Keynote Speaker: **Dr. Bill Waters**, Professor Emeritus, University of British Columbia, and former member of the CTA Review Panel

March 26, 2003

- 8:30 - 11:30 am **Panel 4 - Surface Transportation Viewpoints**
Moderator: **Barry Prentice**, Director, Transport Institute, University of Manitoba
Lisa MacGillivray, President, Canadian Industrial Transportation Association
Ward Weisensel, Vice President, Transportation and Country Operations, Canadian Wheat Board
David Bradley, Chief Executive Officer, Canadian Trucking Alliance
Brian Crow, President, Motor Coach Canada
Doug Smith, Executive Vice President, Logistics & Intermodal, OmniTRAX, Inc.
Ian May, Chairman, Western Canadian Shippers' Coalition
Bill Rowat, President, Railway Association of Canada
- 10:00 -10:30 am **Refreshment Break (Sponsored by Greyhound Canada)**
- 11:30 - Noon **Reception (Sponsored by VIA Rail Canada)**
- Noon - 1:15 pm **Luncheon (Sponsored by Vancouver Port Authority & Calgary Airport Authority)**
Keynote Speaker: **Jean Patenaude**, Director General, Strategic Policy, Transport Canada on behalf of **Hon. David Collenette**, Minister of Transport, Government of Canada
- 1:30 - 4:30 pm **Panel 5 - Viewpoints on Vision Themes**
Moderator: **Roger Gibbins**, President & CEO, Canada West Foundation
Mike Tretheway, Vice President Marketing & Chief Economist, InterVistas Consulting Inc.
Barry Prentice, Director, Transport Institute, University of Manitoba
James Nolan, Assistant Professor, Department of Agricultural Economics, University of Saskatchewan
David Gillen, Professor of Economics, Wilfrid Laurier University
Jeff Burghardt, President & CEO, Prince Rupert Grain Ltd.
Clarence Woudsma, Associate Professor, Department of Geography, University of Calgary and Academic Director for the The Van Horne Institute's Centre for Transportation
- 3:00 - 3:15 pm **Refreshment Break (Sponsored by The Canadian Wheat Board)**
- 4:30 pm **Wrap-up and Conclusion**

Workshop Panelists & Participants

Anderson, Darryl

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Alberta Transportation

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Canadian Pacific Railway

Atkinson, Garth

President & CEO
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Statistics Canada

Baratta, Lisa

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WESTAC

Boucher, Bernie

Executive Vice President
OmniTRAX Inc.

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Bremner, Kevin

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Saskatchewan Highways & Transportation

Bryant, Rick

President
Chamber of Shipping of BC

Burghardt, Jeff

President & CEO
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Crow, Brian

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Quorum Corporation

Hick, Cindy
Vice President
The Association of Regional Railways of Canada

Hucker, George
Vice President & National Legislative
Representative
Brotherhood of Locomotive Engineers

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Isenberg, Seymour
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Jackson, Sandra
Regional Director - Programs
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Johnston, Ray
President
Chamber of Maritime Commerce

Kailly, Darshan
President & CEO
Canadian Freightways Limited

Kelsey, Doug
President & CEO
West Coast Express

Keon Sirsly, Christena
Chief Strategy Officer
VIA Rail Canada Inc.

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