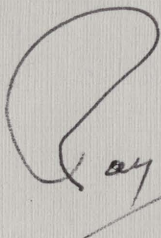


25 May 03

I was positively literate when  
I was building a case for saving  
the best "branch lines" with RDC's.

I notice Transport Canada, when it  
mentions any corridor possibilities  
in the west, still points dreamily  
to Calgary-Edmonton and Calgary-  
Lethbridge.

Mostly, I think, just to give an  
occasional nod to Alberta.

A handwritten signature in black ink, appearing to read 'Ray', with a long horizontal line extending to the right.

**Ray Hannon**

Professional Drifter

(COPY)

CANADIAN PACIFIC RAILWAY COMPANY

To: The Vice President

Review of Branchline Train Service  
Studies, Western Lines.

Early this year meetings were held between research officers and the Passenger Traffic Department to plan the most effective means of reducing or eliminating the annual losses incurred by the operation of branchline passenger train services in western Canada.

Although in the Company's accounting and classification of trains these operations were all considered "passenger service," it was recognized that many of them would have ceased to exist if the Passenger Traffic Department had been free to discontinue them, and that of those which should be retained because of passenger earnings or potential earnings, probably none could achieve optimum revenue or economy with the schedules and equipment currently in use.

It was recognized that the principal service performed by most of the trains in question was the transportation of express and mail, of which express was by far the dominant volume, and that such traffic determined the schedules and direction of the trains regardless of any conflict with the travel habits of the public.

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While it was pertinent to observe that such a condition prohibited securing maximum passenger revenue, the most important fact appeared to be that, regardless of the traffic the trains were operated to benefit, the revenues failed to equal direct operating expenses by substantial amounts.

It was therefore determined that a program to eliminate the losses should be undertaken. Two key factors which made such a program practical were the Company's operating and cost experience with highway trucks, and the recent advent of modern, economical self-propelled rail cars.

With regard to the variety of conditions surrounding each situation, the most immediate savings appeared to lie in changing the method of providing service, consistent with preserving as much as possible of the traffic. It was foreseen that in most cases these changes would constitute improvement. In general, three alternatives were applicable: substitution of highway trucks for headend traffic and abandonment of passenger service; substitution of RDC equipment for all traffic, or for passenger service in conjunction with diversion of headend traffic to trucks; or outright abandonment of service where available traffic appeared economically undesirable.

Company Management authorized the program envisioned, and it was undertaken following the spring timetable meeting at Winnipeg in late February. A committee was formed to

make the studies, under the chairmanship of a research officer, and it was arranged that his reports and recommendations would be submitted to Prairie Region officers for consideration before being forwarded to Montreal for final decision. The Prairie Region group comprised the Vice-President, General Manager, and Assistant to Vice-President, together with the heads of departments concerned.

Since inauguration of the program a number of studies have been completed, most of which were released in the form of reports. Those which were not published as full-scale reports were circulated in memorandum form, containing essentially the same information, for the use of District officers in their contemplation of corrective action. In either case the studies included specific recommendations for management consideration and are listed as follows together with disposition to date:

Trains 523 - 526, Calgary - Edmonton

This report recommended discontinuance of these two local trains and diversion of express and mail to overnight trains 521 - 522, with special arrangements for night handling at stations.

The recommendation was made as one part of the Committee's review of the entire Alberta District, which contemplates major revision of all Calgary - Edmonton and Calgary - Lethbridge operations.

The report was approved by Management and the trains were removed in June.

Trains 524 - 525, Edmonton - Calgary

This report recommended substitution of a two-car RDC train to provide an accelerated roundtrip service daily, with express and mail diverted to a new truck operation. The report was approved by Management and the conversion was made upon delivery of the RDC units in August.

Trains 529 - 530, Coronation - Lacombe

This report recommended abandonment of trains and substitution of trucks for express and mail. Company Management decided instead to reduce train operation to tri-weekly but to commence truck service for express, l.c.l. and mail. This was done in April. Subsequently it was decided to abandon train operation entirely, and arrangements to do so are now underway.

Trains 344 - 345

This study recommended discontinuance of this pair of trains, and they were removed in April.

Trains 67 - 68, Medicine Hat - Nelson

This study recommended discontinuance of this pair of trains and re-scheduling of trains 11 - 12, with improved equipment over the same route. The recommendation was approved by Management and the trains were removed in September.

Trains 101 - 102 - 103 - 104, Great Falls - Winnipeg

This report recommended substitution of an RDC-3 unit to accommodate all traffic and replace the steam trains. The report was approved by Management and presumably the conversion will be effected upon delivery of the RDC-3.

Trains 115 - 116 - 125 - 126, Winnipeg - Riverton

This report recommended substitution of an RDC-3 unit for these steam trains on a revised schedule, and employing the same RDC-3 recommended for the Great Falls - Winnipeg service. The recommendation was approved by Management and presumably will be effected upon delivery of the RDC-3.

Trains 333 - 334, Nipawin - Prince Albert

This report recommended abandonment of these passenger trains and substitution of an additional roundtrip weekly by mixed trains 441 - 442. This recommendation was approved and effected in September.

Trains 63 - 64, Lloydminster - Edmonton

This report recommended abandonment, reduction to tri-weekly, or substitution of RDC equipment, depending on Company policy with respect to conditions prevailing in the area. Service was reduced to tri-weekly in April, and final action is currently under consideration by District and Regional officers.

Trains 329 - 330, Bredenbury - Nipawin

This report recommended continuance of daily service, either as at present or by substitution of RDC equipment to achieve operating economies. The report has been approved by Regional officers, and is currently under consideration by Management.

Trains 537 - 538 and 541 - 542, Calgary - Lethbridge

This report recommended substitution of RDC equipment for all passenger trains between Calgary and Lethbridge, and diversion of express and mail to highway vehicles. The report was approved by Regional officers and is currently under consideration by Management to be effected with the change of timetable in the spring, 1955, or earlier upon delivery of RDC equipment.

In addition to the foregoing, preliminary studies have been made of the following services:

Trains 527 - 528, Calgary - Edmonton

65 - 66, Swift Current - Empress

121 - 122, Winnipeg - Napinka

123 - 124, Winnipeg - Lyleton

59 - 60, Brandon - Regina

301 - 302, Regina - Colonsay

307 - 308, Weyburn - Regina

309 - 310, Weyburn - Assiniboia

311 - 312, Moose Jaw - Macklin

319 - 320, Moose Jaw - Shaunavon

327 - 328, Regina - Gronlid

Of the above preliminary studies, the conversion of all daytime Calgary - Edmonton operations to RDC equipment appears to promise the most substantial economic betterment. A report and specific recommendations concerning this route can be prepared as soon as the forthcoming changes in main-line transcontinental schedules are known.

In appraising the worth of the program on western lines so far this year, an estimate can be obtained by totalling the direct operating savings computed in the individual reports. In the cases of only those changes already made or definitely approved, this savings amounts to over \$2,000,000 annually.

Such direct operating savings do not include increased revenues which have been experienced, internal savings to the Express Company and other departments such as Sleeping, Dining and Parlour Car, nor do they reflect the cumulative operational economies which arise from several changes on a single district. Truck operational costs have also proved lower than forecast, and mail traffic has not been lost upon discontinuance



of trains. An estimate of the full financial betterment would therefore seem to be well above the foregoing total of operating savings.

In view of the further benefits that may be achieved, it appears advisable to continue these studies on western lines until every passenger train service other than the transcontinentals has been analyzed. This would also include a number of mixed train operations, several of which were created to escape the necessity for a straight passenger train but have since become burdensome because as published runs their operation is required even during lengthy periods when freight tonnage is slack.

It similarly appears wise for the studies to include exploration of potential passenger revenue areas in the light of low RDC operating cost and traffic research yardsticks which can be applied in determining the potential of a route.

In this program which was originally dedicated largely to the achievement of operating savings, there could be the danger of neglecting revenue opportunities which concentration on economy alone might obscure. The successful Edmonton - Calgary RDC operation is an example of a route with inherent remunerative potentialities that could have been overlooked under a straight abandonment plan, or if current traffic had been accepted as the criterion of what the route had to offer. There are indications that this is also true in other locations.

There seems little doubt that all branchline steam passenger trains in western Canada, including many not yet examined, are uneconomic in view of the traffic volume and the considerably lower operating cost of highway trucks and RDC units. It might also be observed that the present train operation frequently provides a service for express, l.c.l and mail which is inferior to that possible by truck, thereby rendering the Company less effective competitively wherever any quantity of independent truck operations exist.

The principal obstacle to immediate savings through truck substitution, however, is the absence of suitable highways in many parts of Manitoba, Saskatchewan and Alberta. Such roads as do exist are not navigable for varying periods each year, and often are poor even at the best of times for the heavy-duty truck service that our volume of headend traffic would demand. Efforts have been made to ascertain from the Provincial highway authorities what road improvement or construction is contemplated in different sections over the next five years. Other than the east-west roads more or less paralleling our main line, little effective improvement seems to be planned, particularly in areas where our need is greatest.

Because of these poor roads, independent truckers into parts of our branchline territory frequently provide an inconsistent service. The heavy volume of express sometimes testifies to the

inability of these local truckers to perform reliably, as their rates substantially undercut express rates on much of the premium traffic.

A number of careful investigations, made in the course of studies this year, disclosed that in some instances truck substitution would be impossible and in others would be subject to interruption for months each year. Such conditions would either sharply degenerate the service to a point well below Canadian Pacific standards (and unacceptable to Express traffic) or necessitate resumption of train operation. There might also be regulatory difficulties, as any indication that our substitute service might be seriously unreliable could possibly defeat the application to remove the train.

In pursuing these studies it therefore seems desirable to determine the cost and revenue features of each unprofitable train, and the class of traffic for which the operation is actually required. It does not appear likely that the ultimate goal of a self-supporting passenger train structure can be achieved if uneconomic operations are necessary for the benefit of headend traffic, unless such operations are labeled according to the traffic which demands them.

While the absence of suitable highways may handicap substitution of trucks in the immediate or indefinite future, it need not preclude identification of the traffic for which the train is retained, nor the conversion to RDC equipment wherever it may be found practical in the light of costs and revenues. Similarly, the existence of such

trains should not be a deterrent to establishment of remunerative  
new services wherever such opportunities may be disclosed.

R. E. Hannon  
Chairman  
Research Committee

## Canadian Car & Foundry Co., Limited

A fascinating and extensive archive of 9 photograph albums containing 457 silver print photographs; and 4 printed items:

*Table Showing Gauges of Various Railways.* 1 p.,

*Canadian Pacific Railway Company Review of Branchline Train Service Studies, Western Lines.* 11 pp.,

*Interim Report of RDC Operations.* 17 pp. including 5 silver print photographs, and  
*Export Catalogue.* 104 pp.

\$3,500

"In 1911 the CC&F Board of Directors recognized that the company could improve its efficiency if they were able to produce their own steel castings, a component that was becoming common to all their products. They purchased Montreal Steel Works Limited at Longue Pointe, QC, the largest producer of steel castings in Canada, and the Ontario Iron & Steel Company, Ltd. at Welland, ON, which included both a steel foundry and a rolling mill.

"Buses were produced at Fort William, Ontario and railcars in Montreal and Amherst. Streetcars were manufactured between 1897 to 1913, however the company focused exclusively on rebuilding existing streetcars after 1913.

"A few years later, CC&F acquired the assets of Pratt & Letchworth, a Brantford, ON, rail car manufacturer. In the latter part of World War I, the expanding company opened a new plant in Fort William (now Thunder Bay) to manufacture rail cars and ships which included the French minesweepers *Inkerman* and *Cerisoles* which were both lost in Lake Superior; the Amherst plant started by Rhodes & Curry in Amherst was closed in 1931. In an attempt to enter the aviation market, CC&F produced a small series of Grumman fighter aircraft under licence and developed an unsuccessful, indigenous-designed fighter aircraft, the Gregor FDB-1.

### "The Second World War

"By 1939, with war on the horizon, Canadian Car & Foundry and its Chief Engineer, Elsie McGill, were contracted by the Royal Air Force to produce the Hawker Hurricane. Refinements introduced by MacGill on the Hurricane included skis and de-icing gear. When the production of the Hurricane was complete in 1943, CC&F's workforce of 4,500 (half of them women) had built over 1,400 aircraft, about 10% of all Hurricanes built.

"Following the success of the Hurricane contract, CC&F sought out and received a production order for the troublesome Curtiss SB2C Helldiver. Eventually, 834 Helldivers were produced by CC&F in various versions from SBW-1, SBW-1B, SBW-3, SBW-4E and SBW-5. Some of the Curtiss divebombers were sent directly to the Royal Navy under Lend-Lease arrangements. CC&F also built the North American AT-6 Texan/Harvard under licence, many of the aircraft being supplied to European air forces to train post war military pilots.

"In 1944, the Canadian Car & Foundry built a revolutionary new aircraft in its Montreal shops - the Burnelli-CBY-3, also called the *Loadmaster*. There were two examples built of an aerofoil-fuselage

design originally developed by Vincent J. Burnelli. The CBY-3 was never to enter full-scale production and was cancelled less than one year later.

"The work of Canadian women building fighter and bomber aircraft at the plant during the Second World War is documented in the 1999 National Film Board of Canada documentary film *Rosies of the North*."

- from [https://en.wikipedia.org/wiki/Canadian\\_Car\\_and\\_Foundry](https://en.wikipedia.org/wiki/Canadian_Car_and_Foundry)

## **9 photograph albums:**

### **Longue Pointe Plant**

1911-1912

album: 8 x 11 in. ( 20.3 x 28 cm); photographs: 7 1/2 to 9 1/2 in. (19 x 24.2 cm) to 7 3/4 x 9 7/8 in (19.5 x 25 cm)

85 silver print photographs

Views of factory interiors, progress of construction, conditions of work, conditions of sewer lines, exterior views of machine shops, steel work, etc.

### **Montreal Tramways**

1923-1935

album: 8 x 11 in. ( 20.3 x 28 cm); photographs: 5 1/2 x 8 1/2 in. (14 x 21.5 cm) to 7 1/2 x 10 in. (19 x 25.4 cm)

31 silver print photographs

Views of tracks and work on tracks of intersections in Montreal, magnesium-steel layouts of tracks, cast steel truck columns, car barn

### **Fort William Plant and other plants**

1917-1937

album: 8 1/4 x 11 1/2 in. (21 x 29.2 cm); photographs: 7 1/2 x 10 in. (19 x 25.4 cm)

44 silver print photographs

Views of exteriors of plants, foundries, office buildings car shops; interiors showing tanks & controls, cutting equipment, erecting tracks, workers

### **"Aeronautical Div" Pointe St. Charles Plant, Montreal**

1941-1942

album: 8 x 11 in. ( 20.3 x 28 cm); photographs: 7 1/2 x 10 in. (19 x 25.4 cm)

40 silver print photographs

Views of twin mounting H.A. naval gun cradle, anti-tank recoil system, cafeteria kitchen & staff, bonded stores, Assembly and Testing Dept. Main Shop

**Fort William Works**

1939-1942

album: 8 1/4 x 11 1/2 in. (21 x 29.2 cm); photographs: 7 5/8 x 10 in. (19.4 x 25.4 cm)

115 silver print photographs

Views of construction of the building interiors including shot blast pit, pouring concrete floors, roofs, steelwork, tank pit, etc.

**Dominion Car Works and Pointe St. Charles**

1943

album: 8 1/4 x 11 1/2 in. (21 x 29.2 cm); photographs: 7 3/4 x 9 3/4 in. (19.7 x 24.8 cm)

33 silver print photographs

Views of exteriors and interiors of both plants

**Turcot Aircraft, vol. 1**

1944

album: 8 x 11 1/2 in. (20.3 x 29.2 cm); photographs: 7 3/4 x 9 3/4 in. (19.7 x 24.8 cm)

72 silver print photographs

Views of sections and departments, workers, aircraft parts including hand punch, cabin chairs, ribs & forming block

**Turcot Aircraft, vol. 2**

October 25, 1944

album: 8 x 11 in. (20.3 x 28 cm); photographs: 8 x 10 in. (20.3 x 25.4 cm)

13 silver print photographs

Views of the interior of the plant including Forming Dept., Stabilizer Assembly, Master Mechanic's Dept., Inspection View Room, Engineering Dept., Planning Dept., Material Control, Stores Dept. Office, Production Office

**Fort William and other plants**

1910-1935

album: 8 x 12 in. (20.3 x 30.5 cm); photographs: 7 3/4 x 9 3/4 in. (19.7 x 24.8 cm)

24 silver print photographs

Views of plant exteriors, naval rockets & other weaponry, tank cars, box cars from Exhibitions

**4 Printed Items:**

***Table Showing Gauges of Various Railways***

1 p.

**Canadian Pacific Railway Company**

*Review of Branchline Train Service Studies, Western Lines*

11 pp.

***Interim Report of RDC Operations***

*Toronto-London-Detroit*

*North Bay-Angliers*

*Montreal-Mont Laurier*

Department of Research

January 15, 1954

Report S54-54.

17 pp.

includes 5 silver print photographs each approx.. 7 x 10 in. (17.8 x 25.4 cm)

***Export Catalogue, Canadian Car & Foundry Company Limited***

ca. 1940

104 pp.