



RAIL HEROES: 2002

Charles Melville Hays

Born Rock Island, Illinois 1856, Charles Melville Hays had considerable background in railway administration for various American lines. He joined the Wabash Western Railway Company as Assistant General Manager in 1886 and attained the position of General Manager within six months. He gained a considerable reputation for his reorganization of the Wabash Railway and assumed the additional title of Vice-President in 1894. He resigned and accepted the position of General Manager for the Grand Trunk Railway (GTR) in Montreal in 1897, then briefly became President of the Southern Pacific and its allied lines. On January 1, 1902 he was appointed Second Vice-President and General Manager of the Grand Trunk Railway. He subsequently became President of subsidiary companies, which included the Central Vermont Railway, the Grand Trunk Pacific and Grand Trunk Western.

Through his astute and aggressive leadership, the GTR expanded from a largely regional railway in Ontario and Quebec, into a far-flung transcontinental system. Would the sad fate of the Grand Trunk and its subsidiaries have been altered had Hays not perished in the sinking of the Titanic in 1912? This is a matter of conjecture that will never be answered. But one thing is for sure: the GTR was better off with Hays than without him.

David Blythe Hanna

Born 1858 in Thornliebank, Scotland, Hanna joined the Grand Trunk Railway (GTR) as a clerk in the Audit office in Montreal. After a brief stint in a similar capacity with an American line in New York, he returned to Canada in 1886 as Chief Accountant for the Manitoba & Northwestern, a local road running out of Portage la Prairie, Manitoba. Within two years he became the Accountant for the line, then beginning in 1893, concurrently handled the position of Land Commissioner. He joined the Canadian Northern Railway (CNoR) in 1896 as General Superintendent and oversaw the rapid expansion of the line from a small local railway to a transcontinental. He became the CNoR's Third Vice-President in 1902 and assumed the additional duty of General Manager in 1907. In September 1917, following the resignation of D. D. Mann, he was appointed President of the Canadian Northern Railway Company. On December 20, 1918, his title was revised to President of Lines operated as the Canadian National Railways System.

Hanna oversaw the extremely difficult task of cobbling together the rag-tag assortment of insolvent railways - including the former CNoR, the Canadian Government Railways and the Grand Trunk - into a viable business enterprise. Constantly lacking funds, Hanna concentrated on freight operations. Constantly walking a "political tightrope", Hanna's fate was sealed. He chose to resign effective October 10, 1922, due to what he considered political interference with the new railway.



James J. Hill

Together with George Stephen, Donald Smith, and Richard B. Angus, James Jerome Hill was a railway builder and member of the original syndicate that signed the contract with the Government of Canada to build the Canadian Pacific Railway in 1880.

Born in Canada, James J. Hill spent the early part of his railway career building railroads in the American mid-west. Described as “short, bandy-legged, barrel-chested, and one-eyed,” his interest in the construction of the Canadian Pacific Railway was primarily spurred by his desire to connect the CPR at Winnipeg with his own Saint Paul, Minneapolis, and Manitoba Railway. Connecting the newly-formed CPR with these American routes would present a significant revenue opportunity for Hill’s lines, and also avoid the construction of the “all-Canadian route” suggested by others in the CPR syndicate, via the rugged north shore of Lake Superior. His act in 1881 of recommending the appointment of William Cornelius Van Horne as General Manager of the CPR proved to be Hill’s major contribution to Canadian railway history. Van Horne would go on to strongly oppose Hill’s plan of using United States routings for the CPR and insisted on the construction across the north shore of Lake Superior, prompting Hill to leave the CPR in May 1883 swearing revenge against Van Horne and the CPR.

After returning to the United States, Hill began an aggressive expansion of his Great Northern Railway, promising to build his own route to the Pacific and earning him the title of the “Empire Builder.” Hill and his staff — including many fellow Canadians — transformed the American west through his railroad construction efforts of the latter part of the nineteenth century and the Great Northern Railway went on to become a formidable rival of the CPR’s Canadian transcontinental route. The Great Northern today is part of the Burlington Northern Santa Fe Railway network.

Lord Mount Stephen (George Stephen)

George Stephen was born in Dufftown, Scotland, in 1829. He has been described by many as the person most responsible for the early success of the Canadian Pacific Railway. Stephen, son of a carpenter, immigrated to Canada at the age of 21. His strong work ethic resulted in his success as a business entrepreneur in the dry goods, wool, and cotton industries. His interests led to banking and financing, becoming a director of the Bank of Montreal in 1873, and president of the bank from 1876 to 1881.

Together with his cousin Donald Smith, James J. Hill, and Richard B. Angus, Stephen was part of a syndicate that purchased the Saint Paul, Minneapolis, and Manitoba Railway in 1873, of which he became president. This same syndicate signed the contract with the Government of Canada for construction of the Canadian Pacific Railway in 1880. Stephen became the first president of the CPR, a post he held through 1888.

Stephen’s wealth and personal contribution were of enormous importance to the early financing and construction of the CPR. He believed that the new railway would bring western wheat to the world through the ports of the St. Lawrence and take settlers and goods back to the prairies. His vision was aligned with the political tide of the day, and was used to gain capital investment from both government and private sources that was essential for the completion of the railway.

Stephen was created a baronet in 1886 and was raised to the peerage as Baron Mount Stephen in 1891. He died in Hatfield, England in 1921.



Paul M. Tellier

Mr. Paul M. Tellier was appointed President and Chief Executive Officer and a Director of the Canadian National Railway Company ("CN") on October 1, 1992. Prior to his appointment at CN, Mr. Tellier had been Clerk of the Privy Council and Secretary to the Cabinet of the Government of Canada, the top public servant in the country, since August 1985.

He is a graduate of the universities of Ottawa and Oxford, England, and was admitted to the Quebec Bar in 1963. As a dedicated senior leader within the public service, Mr. Tellier served in many positions including Deputy Minister of Indian Affairs and Northern Development in 1979 and Deputy Minister of Energy, Mines and Resources in 1982. As a respected business leader, in addition to his service on the CN board, Mr. Tellier has served as a Director of Alcan Aluminum Limited, BCE Inc./Bell Canada, Bombardier Inc., Grand Trunk Corporation, and McCain Foods Limited. He is also a former Chairman of the Railway Association of Canada, and a Vice-Chairman of the Canadian Council of Chief Executives.

Mr. Tellier was appointed a Companion of the Order of Canada in 1993. He was chosen by Railway Age as the Railroader of the Year in 1997, and in 1998, was selected by his peers in Canada as the CEO of the Year. In 2000, he was named Personality of the Year by the newspaper Les Affaires. In 2001, he received the McCullough Logistics Executive of the Year Award from the National Industrial Transportation League and Logistics Management & Distribution Report.

Mr. Tellier was born in Joliette, Quebec, in 1939. During his tenure at CN, the railway was transformed from a government-owned entity to a profitable, safe, and scheduled North American rail system. It now stretches from coast to coast in Canada, through the US Midwest, and through market alliances, to Mexico. Two of Mr. Tellier's primary achievements as CEO of CN was leading the highly successful 1995 privatization and initial public offering of CN, and leading the CN acquisition of the Illinois Central Railroad.

In recognition of his significant contribution to the Canadian railway industry in a short but historic decade of service, Mr. Tellier was inducted into the Canadian Railway Hall of Fame honouring his leadership and accomplishments. Shortly after receiving this honour, Mr. Tellier announced his retirement from CN in 2003.

Peter Armstrong

As the company founder of Rocky Mountaineer Railtours, Mr. Peter Armstrong leveraged his entrepreneurial spirit, tourism experience, and dedication to lead a team of professionals in the quest to create a successful rail tour company based on a specialty train service featuring the breathtaking beauty of the Canadian Rockies.

Prior to taking on this challenge he gained valuable tourism sector experience first as a doorman at the classic railway-built Hotel Vancouver before quickly moving on to start his own bus tour company and eventually becoming president of Gray Line of Vancouver.

As president and chief executive officer of Rocky Mountaineer Railtours, Mr. Armstrong is responsible for the vision the management team and all employees strive to make reality. The



track record has been excellent, as the company has enjoyed exceptional growth since its creation. His leadership has resulted in a re-engineering of specialty rail passenger service on the famous Canadian Pacific Railway route between Vancouver and Calgary, and on the Canadian National's scenic "Yellowhead" route from Kamloops to Jasper.

Mr. Armstrong is known as one of the busiest people in the city of Vancouver as he contributes considerable time to public causes. He is a governor of the Council for Canadian Unity, past chair of Tourism Vancouver, chair of the Vancouver Convention Centre Expansion Task Force, vice chair of Tourism British Columbia and vice chair of Saint George's School. He is also a member of the Board of Directors of the BC Ferries, Versacold Corporation and the Working Opportunity Fund. He is a recipient of the Canadian Venture Capital Association's Entrepreneur of the Year Award and Ernst & Young's Entrepreneur of the Year Award for Tourism and Hospitality.

The Canadian Railway Hall of Fame is honoured to induct Mr. Armstrong.

Robert J. Ritchie

Mr. R. J. (Rob) Ritchie joined Canadian Pacific Limited in 1970 as a research analyst, rising to the position of President and Chief Executive Officer of the company - and presiding over a period of great change at the railway.

Mr. Ritchie became a marketing representative for Canadian Pacific Railway in Vancouver in 1972, starting a career path that led to a series of senior Marketing positions within the railway. By 1979, he was general manager of Marketing and Sales for the Pacific Region, and in 1984 Mr. Ritchie became vice-president of Marketing and Sales in Montreal.

After three years as executive vice-president in charge of Intermodal Freight Systems, Mr. Ritchie was named president of CP Rail in 1990. He held that position until he was promoted to president and chief executive officer in March 1995.

During his tenure at Canadian Pacific, Mr. Ritchie served on the boards of directors of Fording Coal Ltd., Willis Canada, Shaw Industries Ltd., and the railway companies comprising CPR. He is a past-chairman of the Railway Association of Canada and past-director of the Association of American Railroads. He holds a Master of Business Administration degree from University of Western Ontario and a Bachelor of Science degree from McGill University.

During his tenure as president and chief executive officer of CPR, Mr. Ritchie led the company through a successful restructuring of the railway as a stand-alone entity. He also led the company through the challenges of the early 1990's - restoring profitability to the railway's eastern operating unit, purchasing a significant fleet of modern fuel efficient AC locomotives, and in a historic move, the relocation of the company's headquarters from Montreal to Calgary.

In addition, he led CPR's efforts that have enhanced the Canadian railway industry's profile through initiatives such as the CPR Holiday Train, the Royal Canadian Pacific deluxe vintage tour train, and development of an innovative agreement with the Federation of Canadian Municipalities that assists resolving proximity issues between railways and communities. Well respected by employees, customers, regulators, and peers, Mr. Ritchie announced his retirement from his brilliant career in 2005.



Sir Donald Mann

Sir Donald Mann, abandoned farming to take up lumbering, becoming a Foreman by the age of 21. He arrived in Winnipeg in 1879 and went into business contracting for the Canadian Pacific Railway (CPR) the following year. He worked on CPR main line contracts extending between Whitemouth, Manitoba and the Selkirk Mountains of B.C. until 1885. It was in the mountains that he met his future business partner, William Mackenzie. They formed Mackenzie Mann & Company in 1886 and embarked on the development and/or construction of a series of railways: the Qu'Appelle Long Lake & Saskatchewan (QLL&S), the Calgary & Edmonton (C&E), and the International of Maine line for the CPR. Acquisition of the Lake Manitoba Railway & Canal Co. in 1895 became the basis of the Canadian Northern Railway (CNoR). While Mackenzie concentrated on financing the ever-expanding railway, Mann — the consummate railway contractor — was the “master builder” of the CNoR. He was forced to resign his Vice-Presidency with the government takeover of the CNoR in September 1917. Despite being in the public limelight and consorting with some of the most powerful men in Canadian politics and industry, Mann remains an historical enigma. His greatest legacy was the web of railway lines that he helped construct, essential for the development of Canada.

Sir Henry Thornton

Born Logansport, Indiana 1871, Thornton began his railway career as an engineering draftsman with the Pennsylvania Railway in 1894. He was involved in a number of engineering capacities for the line including Engineer Maintenance of Way (1899–1900). In 1901 he joined the Long Island Railroad — a commuter operation — as Assistant to the President. In 1914 he accepted the position of General Manager on the Great Eastern Railway, a large commuter railway in London, England. His exploits concerning the organization of British railways during the Great War were recognized with a knighthood in 1919. Always ready for a new challenge, Thornton chose to work for the Canadian National Railways (CNR). On 1 December 1922 he assumed the reigns of power for the CNR from Hanna. Thornton was forced to resign as President in 1932 due to a scandal manufactured by his political masters. He died shortly afterward, a broken man.

Thornton moulded the CNR into his image; always a “passenger man”, he reshaped the CNR from primarily a freight carrier into a high profile company, offering crack passenger services and luxurious hotels in direct competition with the Canadian Pacific Railway. Thornton’s tenure was further marked by innovation: diesel-electric locomotives, and national radio and airlines were legacies of the Thornton era that bore fruit beyond the 1930s. Despite all of these achievements, however, it was Thornton’s legendary rapport, his reputation as a “people person” endearing him to his employees that made him great.

Sir William Cornelius Van Horne

Born 1843, Chelsea, Illinois, Van Horne began his railway career as a telegraph operator for the Illinois Central Railway in 1857. Between 1858 and 1864 he served in various capacities for the Michigan Central Railway. He joined the Chicago & Alton Railway in 1864 and within eight years had worked his way from ticket agent to train dispatcher, then Superintendent of Telegraphs and finally to Division Superintendent. Subsequently, he showed a remarkable aptitude for rebuilding faltering American lines into paying propositions; his consolidation of the Milwaukee



Road (1879) being the most notable example. He was lured to the Canadian Pacific Railway (CPR) by J. J. Hill, assuming the position of General Manager on 31 December 1881. In September 1885 Van Horne became CPR Vice-President. Within four years he was elevated to the position of President. He became Chairman of the CPR Board in 1899. He resigned in 1910.

Van Horne was flamboyant, outspoken and multi-talented. His appetites were legend as was his sophistication. He had a passion for art and he dabbled in architecture. Incredibly, while the CPR's contract with the government dictated completion of the road within a decade, Van Horne — through sheer determination — found ways to finish it in five. Even more remarkably, once Van Horne had completed the CPR, he operated it and, despite the economic malaise for most of the 1880s and 1890s, made it into a paying proposition. Surely, the Canadian Pacific's role as an instrument of Canadian nationalism would have followed a different course, had Van Horne not been at the helm.

Sir William Mackenzie

Born 1849 Kirkfield, Ontario, Mackenzie was a former schoolteacher who became a successful railway contractor on the Canadian Pacific Railway (CPR) main line. In association with Donald Mann he formed Mackenzie Mann & Company Limited (MM&Co.) in 1886. The company contracted to build the Qu'Appelle Long Lake & Saskatchewan and Calgary & Edmonton lines, which opened 1890—1. In 1896, MM&Co. acquired the charter from the Lake Manitoba Railway & Canal Co., and through a complex series of acquisitions and amalgamation of local lines, formed the Canadian Northern Railway Company (CNoR) in 1899. Mackenzie became its President in 1902, a position he did not relinquish until the property was taken over by the Dominion government in 1917.

Mackenzie's ability to finance CNoR projects earned him the reputation as that of a "shrewd financial wizard." His became a household name, praised by his partners and cursed by his detractors. But he was much more than a railway magnate. He was equally adept with business ventures across Canada and in Brazil including Brascan, the Toronto Transit Commission, gas, electric and telephone utilities, and coal mining, whaling and timber. He also owned La Presse, at the time the largest newspaper in Canada. The Canadian Northern became an important component of the Canadian National Railways (CNR). In a fitting tribute, Historian R. B. Fleming has called Sir William Mackenzie "the railway king of Canada."

Tom Payne

Mr. Payne began his career in the railway industry in train service with Canadian Pacific Railway in the early 1970s, and later qualified as a locomotive engineer. In the mid-1980s, after taking a keen interest in short-line railway operations in the United States, Mr. Payne began a three-year quest to operate 'his own' railway company. This quest involved lengthy regulatory work and approvals, obtaining an operating charter from the Alberta government, and finding, financing, and purchasing a suitable railway line segment to operate.

In November 1986, Mr. Payne's dream was realized as the Central Western Railway Corporation began operations of the former Canadian National Railways Stettler Subdivision between Ferlow Junction (south of Camrose) and Morrin, Alberta. Mr. Payne was at the throttle as the first train of grain rolled through the old railway terminal of Big Valley, Alberta, on its way north for interchange with the CN.



Central Western Railway Corporation grew to include an extensive grain-gathering network in central Alberta, and eventually became RaiLink Ltd., which was the third largest railway network in Canada until being purchased by RailAmerica, Inc., in 1999.

Mr. Payne retired from the RaiLink group in 1997 to pursue new interests. His foresight, dedication, and pioneering efforts paved the way for the modern and vibrant short line railway industry that transportation network in Canada enjoys today.