



REPORT ON

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TRANSPORTATION

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"Every cloud has a silver lining," the proverb goes. If there is a silver lining in the billowing storm clouds that threaten to engulf our economy, it is the federal government's long-overdue commitment to invest in Canada's highways, roads, bridges, public transit, and other infrastructure initiatives as part of its economic stimulus package. To quote another proverb: better late than never.

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Investing in infrastructure – at last

(continued from the cover)

All told, the government will provide \$12 billion over the next two years in new or accelerated infrastructure funding, a package that Finance Minister Jim Flaherty touted in his budget speech as "one of the largest infrastructure building projects in our country's history."

But there is a caveat. It's all well and good to spend billions of dollars to run a subway line to nowhere, but the real need for infrastructure repairs has to be on the highways, particularly in the GTA, where we are in gridlock for most of the day on every major route. Just add ice, or a splash of rainwater, to see what a lethal cocktail Mother Nature can then concoct! But fixing messes like this are mega-projects that may even require new highways.

Another caveat: the government has announced \$4 billion in new funding for local and regional projects over the next two years. However, in order to tap this money, these levels of government have to pony up their share. "We'd like our partners to match the support that we would present," says Transport Minister John Baird. So it's a "use-it-or-lose-it" proposition:

if the projects aren't under way within two years, the federal funding will disappear.

Still, the Ontario government is prepared to play ball and match the federal funding for infrastructure projects, even though that could saddle the province with a large deficit, says Finance Minister Dwight Duncan. It will cost about \$5.4 billion over the next two years – Ontario's share of the \$12 billion in infrastructure funding contained in the budget.

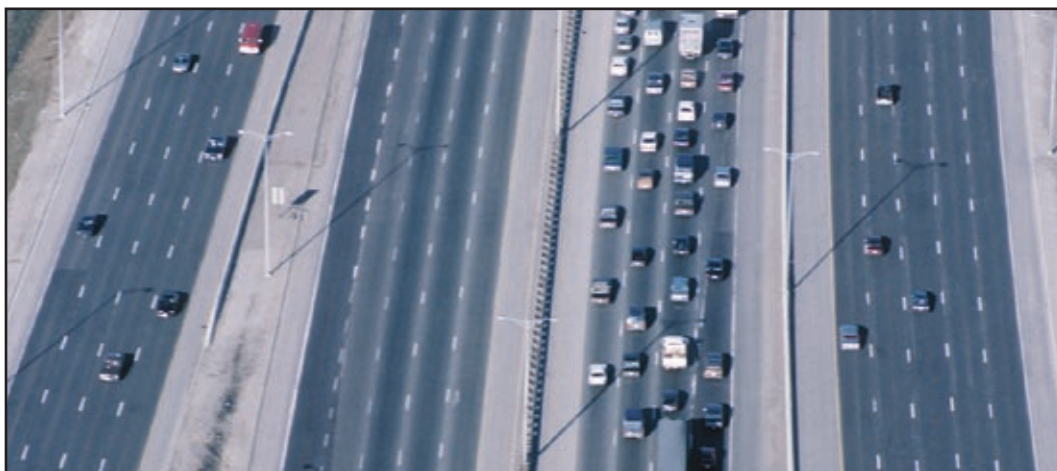
Liberal industry critic Gerard Kennedy wasted no time pointing out that the Harper government has announced billions of dollars of infrastructure spending commitments since 2006, but has delivered on only a fraction of them. Municipalities also complain that billions of dollars already allocated from Ottawa's existing \$33-billion "Building Canada" infrastructure fund have not been spent because of delays in negotiating program details with the provinces, and red tape in approving projects.

However, the catch phrase this time around, as Baird says, is "shovel ready"; he is looking to the cities, towns, and provinces

to get projects under way that are ready to go, hoping to get "shovels into the ground" as early as this spring. "The new investments we are announcing today will be focused on projects ready to start construction," said Flaherty in his speech. "Most of this new funding will be available only for the next two years, when our need for economic stimulus is greatest. To make the money flow, we will need the continued cooperation of the provinces and municipalities. And to break ground on these new projects more quickly, we must take action now to reduce red tape and needless duplication."

David Bradley, CEO of the Canadian Trucking Alliance, is optimistic that these new measures will bring at least some positive results. "The trucking industry welcomes the increased investment in highways, bridges, and border crossings announced in the budget," he says. "We are especially pleased that a number of the specifically mentioned projects were contained on a list of infrastructure priorities compiled by the CTA."

So all in all, there is a silver lining, albeit slightly tarnished, in these economic storm clouds.



Editorial

Have you driven a Ford lately?

by James Jackson, President, Elkins Fordland, Inc., Elkins, West Virginia

The following editorial was originally published as a letter to the editor in the November 28, 2008, edition of The Inter-Mountain, a newspaper in Elkins, West Va., where Jim Jackson owns a Ford dealership. It has since attracted international attention and acclaim. (Reprinted with permission)

As I watch the coverage of the fate of the U.S. auto industry, one alarming and frustrating fact hits me right between the eyes. The fate of our nation's economic survival is in the hands of some Congressmen who are completely out of touch and act without knowledge of an industry that affects almost every person in our nation. The same lack of knowledge is shared by many journalists who are irresponsible when influencing the opinion of millions of viewers. Senator Shelby of Alabama has doomed the industry, calling it a dinosaur. No, Mr. Shelby, you are the dinosaur, with ideas stuck in the '70s, '80s, and '90s – you and the uninformed journalists and Senators who hold onto myths that are not relevant in today's world.

When you say that the Big Three build vehicles nobody wants to buy, you must have overlooked that GM outsold Toyota by about 1.2 million vehicles in the United States, and Ford outsold Honda by 850,000 and Nissan by 1.2 million in the U.S. GM was the world's #1 automaker, beating Toyota by 3,000 units.

When you claim inferior quality comes from the Big Three, did you realize that Chevy makes the Malibu, and Ford makes the Fusion, which were both rated over the Camry and Accord by J.D. Power independent survey on initial quality? Did you bother to read the Consumer Report that rated Ford on par with good Japanese automakers?

Did you realize the Big Three's gas guzzlers include the 33-mpg Malibu that beats the Accord? And for

2009, Ford introduces the Hybrid Fusion, whose 39 mpg is the best mid-size, beating the Camry Hybrid. Ford's Focus beats the Corolla, and Chevy's Cobalt beats the Civic.

When you ask how many times are we going to bail them out, you must be referring to 1980. The only Big Three bailout was Chrysler, which paid back \$1 billion plus interest. GM and Ford have never received government aid.

When you criticize the Big Three for building so many pickups, surely you've noticed the attempts that Toyota and Nissan have made, spending billions to try to get a piece of that pie. Perhaps it bothers you that for 31 straight years, Ford's F-Series has been the best-selling vehicle. Ford and GM have dominated this market, and when you see the new 2009 F-150, you'll agree this won't change soon.

Did you realize that both GM and Ford offer more hybrid models than Nissan or Honda? Between 2005 and 2007, Ford alone has invested more than \$22 billion in research and development of technologies such as Eco Boost, flex fuel, clean diesel, hybrids, plug-in hybrids, and hydrogen cars.

It's 2008, and the quality of the vehicles coming out of Detroit is once again the best in the world.

Perhaps Senator Shelby isn't really that blind. Maybe he realizes the quality shift to American. Maybe it's the fact that his state of Alabama has given so much to land factories from Honda, Hyundai, and Mercedes-Benz that he is more concerned about their continued growth than he is about the people of our country. Mr. Shelby's disdain for "government subsidies" is very hypocritical. In the early '90s, he was the driving force behind a \$253-million incentive package to Mercedes. Plus, Alabama agreed to purchase 2,500 vehicles from Mercedes. While the bridge loan the Big

Three are requesting will be paid back, Alabama's \$180,000-plus per job was pure incentive. Mr. Shelby, not only are you out of touch; you are a self-serving hypocrite who is prepared to ruin our nation because of lack of knowledge and lack of due diligence in making your opinions and decisions.

We live in a world of free trade, world economy, and we have not been able to make products as cost-efficiently. While the governments of other auto-producing nations subsidize their automakers, our government may be ready to force its demise. While our automakers have paid union wages, benefits, and legacy debt, our Asian competitors employ cheap labour. We are at an extreme disadvantage in production cost. Although many U.A.W. concessions begin in 2010, many lawmakers think it's not enough.

Some point the blame to corporate management. I would like to speak of Ford Motor Company. The company has streamlined by reducing our workforce by 51,000 since 2005, closing 17 plants and cutting expenses. Product and future product are excellent, and the company is focused on ONE FORD. This is a company poised for success. Ford product quality and corporate management have improved light years since the nightmare of [former CEO] Jacques Nasser. Thank you, Alan Mulally, and the best auto company management team in the business.

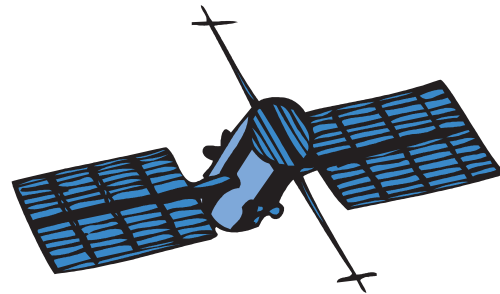
The financial collapse caused by the secondary mortgage fiasco and the greed of Wall Street has led to a \$700-billion bailout of the industry that created the problem. AIG spent nearly \$1 million on three company excursions to lavish resorts and hunting destinations. [Then-treasury secretary] Paulson is saying no to \$250-billion foreclosure relief, and the whole thing is a mess. So when the Big Three ask for

4% of that \$700 billion—\$25 billion to save the country's largest auto industry—there is obviously opposition. But does it make sense to reward the culprits of the problem with \$700 billion unconditionally, and ignore the victims?

As a Ford dealer, I feel our portion of the \$25 billion will never be touched, and is not necessary. Ford currently has \$29 billion of liquidity. However, the effect of a bankruptcy by GM would hurt the suppliers we all do business with. A Chapter 11 bankruptcy by any manufacturer would cost retirees their health care and retirements. Chances are GM would recover from Chapter 11 with a better business plan with much less expense. So who foots the bill if GM or all three go Chapter 11? All that extra health care, unemployment, loss of tax base, and some forgiven debt goes back to the taxpayer, us. With no chance of repayment, this would be much worse than a loan with the intent of repayment.

So while it is debatable whether a loan or Chapter 11 is better for the Big Three, a \$25-billion loan is definitely better for the taxpayers and the economy of our country.

So I'll end where I began, on the quality of the products of Detroit. Before you, Mr. or Ms. Journalist, continue to misinform the American public and turn them against one of the great industries that helped build this nation, I must ask you one question. Before you, Mr. or Madam Congressman, vote to end health care and retirement benefits for 1,000,000 retirees, eliminate 2.5 million of our nation's jobs, lose the technology that will lead us in the future, and create an economic disaster, including hundreds of billions of tax dollars lost, I ask this question. I ask it not in the rhetorical sense, but in the sincere, literal way: Can you tell me, have YOU driven a Ford lately?



The low down on Ultra Low Sulfur Diesel (ULSD)

by James Johnstone

Fleet Maintenance Supervisor, National Fast Freight

This year marks the third anniversary since the introduction of clean diesel regulations in American and Canadian markets. In order to address health concerns due to particulate pollution from diesel fumes, the U.S. Environmental Protection Agency (EPA) officially regulated new emissions standards for diesel engines. The solution to the rigorous standards set by the Agency was Ultra Low Sulfur Diesel, or ULSD.

ULSD is a "clean diesel" fuel with a maximum allowable sulfur content of 15 ppm. This decreased sulfur content serves not only to reduce acid rain, but also allows the use of advanced emissions-control systems to greatly reduce highly carcinogenic particulate matter and smog-forming nitrogen-oxide emissions from diesel equipment.

Despite both its long-term and immediate advantages, ULSD still necessitates caveats regarding its practicality. Reduced fuel efficiency, loss of lubricity, cold-weather icing, and higher costs for fuel itself are only some of the potential problems with ULSD foremost in the minds of those in the transportation industry. Fortunately, preventative measures and clarification of misinformation can make the complete transition to ULSD in diesel equipment quite easy.

Contrary to popular belief, it

is not the absence of sulfur content in diesel fuel that diminishes the fuel's lubricity. In fact, it is the process used to remove the sulfur, called "hydrotreating," that negatively affects diesel fuel's lubricating and aromatic properties. As a result of low lubricity, ULSD can

sel, 98% ULSD) offer outstanding lubricity without reducing engine performance.

Another potential pitfall with the use of ULSD is that the hydrotreating process used to lower sulfur content also lowers the density of the fuel by approximately 1%-3%. This slight



be harsh on pumps, which derive their lubrication from fuel. While it should be noted that all fuels must meet minimum lubricity requirements, adding a quality fuel treatment is a great proactive measure towards extending the life of your fuel system. An alternative to using fuel treatments is purchasing ULSD blended with biodiesel. Blends as low as B2 (2% Biodie-

reduction in energy content, coupled with the increase in fuel consumption during the active regeneration cycle associated with the particulate filters that are indivisible from ULSD in post-2007 vehicles, causes these vehicles to increase their fuel consumption. This paradox begs the question: Will higher consumption of a cleaner fuel benefit the environment more

in the long term than lower consumption of a dirtier fuel? Unfortunately, the solution to this problem cannot be found in an additive bottle.

As of December 1, 2010, all on-highway-use diesel fuel sold will be in the form of ULSD. Off-road diesel fuel has already been required to begin transitioning to Low Sulfur Diesel (500 ppm) since 2007, and will need to be fully refined to ULSD by 2010. Railroad and marine diesel fuel was also reduced to 500 ppm sulfur in 2007, and will be fully transitioned to ULSD by 2012. By that time, all of these applications will run on ULSD, and the problems and solutions associated with it will be magnified many times over. Presently, it is completely possible for diesel equipment running on ULSD to remain productive and useful for the span of its life. As is the case with all applied science, emissions-control technology continues to advance exponentially, which will lead to increased productivity through lowered fuel consumption and related costs. Through the increasing productivity of ULSD in marine, rail, and road transportation applications and the resulting decrease in pollution, clean fuel and its associated advancing technologies will inevitably form an equilibrium between cost-effectiveness and environmental sustainability.

PITCHING IN

Rosenau Transport fundraiser delivers food-filled trailers



Rosenau Transport filled three trailers—like this one overlooking the Calgary skyline—with donations for local food banks in its latest “18 Wheels of Christmas” fundraiser.

Edmonton-based Rosenau Transport Ltd. is on a roll with its “18 Wheels of Christmas” fundraiser. Late last year, the trucking company called upon its industry partners, competitors, and friends help it to stuff a 53-foot trailer with donations for Alberta food banks. In fact, Rosenau and its fellow donors were able to fill three trailers—two for the Edmonton food bank, and one for Calgary, to the tune of \$250,000 worth of food and monetary donations. The company also donated four skids of

personal toiletries, as well as 48 turkeys, to a shelter in Calgary.

Rosenau created the “18 Wheels of Christmas” campaign in 2002 as a way for the transportation industry to give back to the communities in which they live and work. Those who donate \$250 or more get their name decaled on the distinctive “18 Wheels of Christmas” trailer for a year, which attracts the attention of millions as it plies the highways and byways of Alberta, Saskatchewan, and British Columbia.

Toys “R” Us helps sick kids wish upon a star

Trailcon Leasing was just one of many contributors to the Toys “R” Us fundraising campaign on behalf of the Starlight Starbright Children’s Foundation, which makes wishes and dreams come to life for seriously ill children.

Toys “R” Us sells “Starlight Stars” in all its stores in November and December, while employees at the distribution and store support centres raise funds through donations, raffles, and other events.

While the final figures for last year’s campaign were not available as of press time, the company raised a whopping \$1,098,000 for this worthy cause in 2007.



The 18 Wheels of Christmas trailer makes a delivery to the Edmonton Food Bank.

CUSTOMER CONNECTION

Canada Cartage

DEDICATED TO CUSTOMERS

For companies that want a dedicated fleet of trucks, without the headaches and costs of managing it themselves, Canada Cartage is the ideal solution.

The 95-year-old carrier was not only one of the first to offer this outsourcing service to Canadian companies—it has supplied some of its customers for more than 50 years—but it is also one of the largest in the country, with terminals in most major cities.

Canada Cartage's "hub-and-spoke" model is unique, in that a small, non-dedicated fleet resides at each of the company's terminals (the hub), while the spokes radiate out to various dedicated customer fleets.

Since a customer's demand for services typically fluctuates during the year and throughout economic cycles, it can call upon the non-dedicated fleet for additional trucks when needed. When not serving dedicated customers, that fleet provides general cartage services to non-dedicated customers.

"Although we are all experiencing the impact of difficult economic times, we at Canada Cartage believe the many advantages of our model and service, particularly the advantage of right-sizing,

are equally if not more important now than when we are in a strong, growing economy," says David Plumb, vice-president sales. "Our service allows companies a better opportunity to quickly match operations/costs with demand/revenues, and highlights the importance of understanding

founder Robert Leslie started the company with one horse, one wagon, and one driver, waiting tables and washing dishes at a Toronto restaurant to finance it. By 1917, he had 14 horses and one of the first trucks in Toronto. Eleven years later, the fleet had grown to 20 trucks and a brand

Having merged with Direct Integrated Transportation in 2006 to extend its reach across the country, Canada Cartage has no intention of resting on its laurels as it approaches its centennial year. Plumb says the company expects to "grow through organic and new-business opportuni-

ties, as well as look at opportunities to acquire or partner with providers in new regions."

Canada Cartage has been a customer of Trailcon Leasing for nearly a decade, for both its leasing and rental needs. Just as its customers need quick access to additional units to meet sudden demand, so too does Canada Cartage when the vehicles in its general fleet are in use. When that happens, it counts on Trailcon

to rent additional units—fast.

While Canada Cartage does provide other value-added services, such as truckload, less-than-truckload, warehousing, distribution, and cartage, its focus will remain squarely on outsourcing, which it calls "the cornerstone" of the company.

Now that's dedication!



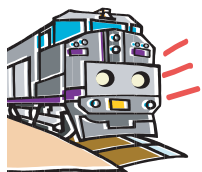
the difference between cumulative short-term pricing versus actual long-term costs."

Customers know they can count on Canada Cartage to manage their fleets as if they were their own. Trucks reside at the customer's location, and trailers can even be branded with the customer's name, colours, and/or logo.

It's been a long haul for Canada Cartage from its humble beginnings in 1914, when

new tractor with a 14-foot van semi trailer—a rare sight in 1928! The company now boasts some 3,500 units across the country, most carrying the customer's name and branding.

While the Leslies no longer own Canada Cartage, some family ties remain. The company is now under the guidance of Jeff Lindsay, president and CEO, whose father joined forces with the third generation of Leslies in 1979 until 2001.



INTERMODAL

INSIGHTS

Traffic steady at Prince Rupert Port

Led by a surge in container traffic through the Fairview Container Terminal, the Port of Prince Rupert handled 10,596,863 tonnes in 2008, a moderate increase over 2007 despite the weak economy. In its first full year of operation, Fairview Terminal handled 181,890 TEUs (20-foot-equivalent units) from 78 vessels.

Throughput surged more than 300% in the second half of the year, thanks to the addition of a second COSCO/CKYH Alliance container ship that began calling weekly at the Port in July. In the fourth quarter, the Terminal operated at more than 60% of its 500,000-TEU capacity.

Prince Rupert has the advantage for many shippers of being the first port of call from Asia, so goods can be loaded immediately onto the train, rather than spending extra days on the water.

Railway carloadings plummet in Q4 2008

Railway carloadings dropped every month in the last quarter of 2008, compared with Q4 2007.

For the month of December, intermodal loadings, consisting of containers and trailers loaded on flat cars, fell 12.3% to 1.9 million metric tonnes, according to Statistics Canada. Container loadings decreased 12.4%, while trailer loadings fell by 10.8%. That followed a decline in intermodal loadings of 15.5% in November to 2.2 million metric tonnes, with containerized cargo and trailers decreasing by 15.7% and 10.5% respectively.

Railways coped with challenges in 2008

Coming off a banner year in 2007, Canada's railways were optimistic that 2008 would prove equally successful, says the Railway Association of Canada. Instead, they were hit with the double whammy that pushed the world into a recession—soaring fuel prices followed by the international credit squeeze that slashed imports and softened international demand for Canadian resources.

It was not all gloom and doom, however. On the expansion front, Canadian Pacific Railway won approval for its \$1.5-billion takeover of the Dakota, Minnesota & Eastern Railroad Corp. and its subsidiaries. For its part, CN announced agreements with communities in Illinois, clearing the way for its ultimate takeover of the Elgin, Joliet and Eastern Railroad from U.S. Steel. CN will use the EJ&E to route freight trains around Chicago, avoiding lengthy delays in the congested rail hub.

Intermodal remained a bright spot; according to the 2008 Railway Trends publication, it continued as the fastest-growing commodity over the decade, up a whopping 66.9%.

CN, CP: Revenue up but profit down

The weak North American economy caused CN to lose steam in 2008, recording net income of \$1.89 billion, compared with \$2.16 billion in 2007. Revenues for the year increased by 7% to \$8.5 billion, mainly due to freight rate increases and higher volumes in intermodal and other commod-

ity groups. Expenses also took a toll as operating ratio climbed to 65.9% in 2008, compared with 63.6% in 2007.

It was a similar picture for the fourth quarter of 2008. Net income was \$573 million, compared with \$833 million for the comparable quarter of 2007. While revenues increased 13% to \$2.2 billion, operating expenses rose 15% to \$1.4 billion, and operating ratio increased six-tenths of a point to 62.7%.

Canadian Pacific Railway fared no better. Net income for 2008 plunged to \$619 million from \$946 million in 2007. Total revenues increased 5% to \$4.9 billion from \$4.7 billion.

A fine balance at Vancouver Port

Despite the worldwide economic slowdown, 2008 results for Port Metro Vancouver still revealed some bright spots.

While overall tonnage declined 10% compared to 2007, the container sector was stable, in contrast to other West Coast ports. The Port remained the leader in container traffic among Pacific Northwest ports, with a 38% market share.

Port Metro Vancouver has fared better than most of its counterparts on the U.S. West Coast, not only because it is focused on the healthier Canadian market, but also because its imports and exports are well balanced. For example, loaded inbound containers for the year were 1,262,297 TEUs—down 2% from 2007—while loaded export containers totalled 932,790, also down 2%. That's

relatively even, considering that ships can't carry as many loaded export containers because export loads are generally heavier—forest products, grains, and scrap metal, versus consumer goods on the inbound trip.

"If you don't have a corresponding healthy amount of exports to imports, then it obligates the railroad to move the car empty," explains Peter Ladouceur, assistant vice-president marketing, CN.

"Vancouver has a healthy export flow, in part because there are exports from that region, but also because we as a railroad, along with CP, move a lot of commodity and railcars to Vancouver, where they are unloaded and transloaded into containers," he says. "So Vancouver has always had a healthy balance because the imports get turned around either right at Vancouver, or they get loaded inland and they go back out."

That is not the case at some of the U.S. West Coast ports. Oakland, for example, has more exports than imports, whereas Los Angeles/Long Beach, with its large population, has a huge inbound source, but is weak on exports.

"In the climate that we're all in right now, everyone is turning over every rock and pebble they can to try to find some savings," says Ladouceur. "There's a real opportunity, we think, that the more balanced you are in the round-trip supply chain, the more attractive you are to an ocean carrier. Balance is key." In other words, if all parties in the supply chain can work together to transport goods more efficiently, resulting in fewer moves and fewer empty movements, everyone will benefit.



TRAVEL

AWESOME AUSTRALIA

By David Green and Ellen Goodeve

G'Day Mates!

It was a cold, stormy January night when we boarded the plane in Toronto—destinations Australia, New Zealand, and Hong Kong.

We took advantage of an 18-hour layover in Hong Kong to visit the gambling mecca of Macau, a former Portuguese colony. A 10-hour flight later, we arrived in Adelaide, the capital of the State of South Australia, to scorching 43-degree temperatures. We walked and shopped the pedestrian markets of Rundell Mall, and toured the Aboriginal Cultural Centre, State Museum, Art Gallery, Botanical Gardens and the Migration Museum. The "Tour Down Under" bicycle race was on, and we shared an elevator with Lance Armstrong and his entourage—did you know that Lycra and spandex leave nothing to the imagination?



The Daintree rainforest, a World Heritage Site.



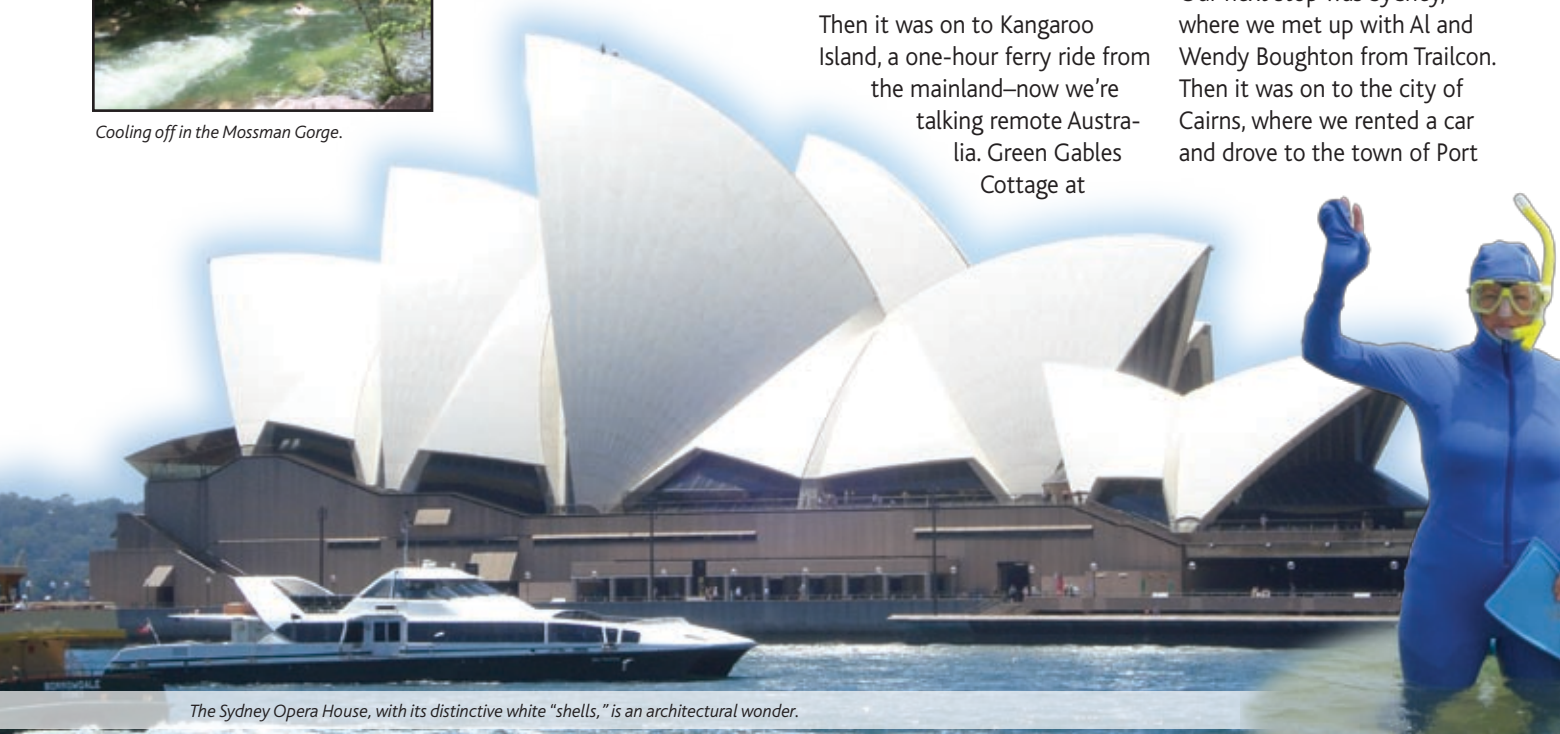
Cooling off in the Mossman Gorge.

We visited the Barossa Valley, an hour away, for a tasting experience extraordinaire at some of the area's 57 wineries. We tasted at cellar doors of small and major wineries like Jacob's Creek, Wolf Blass, and Peter Lehmann, learning that "corks" are passé and discovering an amazing sparkling Shiraz/Cabernet blend (alas, not exported). We stayed in the town of Angaston at Walnut Cottage, an 1850 historic B&B. Full English breakfast on the "barbi." Yes, half the grill is a griddle, and the other half an open grate—these Aussies have figured this out. During a morning walk, we got up close and personal with nature as kangaroos and joeys bounded around us. Driving south via Hahndorf, South Australia's first German settlement, to Middleton Cottage B&B and the coastal city of Victor Harbor, we passed rolling hills and magnificent surfing beaches.

Then it was on to Kangaroo Island, a one-hour ferry ride from the mainland—now we're talking remote Australia. Green Gables Cottage at

Vivonne Bay was our destination. From there, it was a short drive to Seal Bay, home to Australian sea lions in their natural beach habitat. A guided tour took us as close as you'd want to be. Did you know that sea lions spend three days at sea, then three days on the beach resting for their next three days at sea? What a life! So many must-see stops on the Island—500,000-year-old Kelly Hill Caves, Hansen Bay, and the Koala Sanctuary. Flinders Chase National Park is recovering from fires in 2007 that destroyed 50% of Kangaroo Island. There we saw "Remarkable Rocks," huge boulders, carved and poised "remarkably" by Mother Nature, and Admirals Arch, home to hundreds of playful New Zealand Fur Seals. Our busy day ended at Weir's Cove, Australia's oldest lighthouse.

Our next stop was Sydney, where we met up with Al and Wendy Boughton from Trailcon. Then it was on to the city of Cairns, where we rented a car and drove to the town of Port



The Sydney Opera House, with its distinctive white "shells," is an architectural wonder.



The Sydney Harbour Bridge. At the apex are some hardy souls who completed the 3-1/2- hour Bridge climb.

The Great Barrier Reef teems with vibrantly coloured fish.

Douglas in Tropical Far North Queensland, gateway to the rainforest and the Great Barrier Reef. There are many accommodations in Port Douglas that can be found on the Internet. We stayed at Saltwater Apartments on the "main drag." From there, we could walk just about anywhere, including the beach.

While there, we visited the Daintree rainforest, a World Heritage Site close to the equator. At Cape Tribulation National Park, "where the rainforest meets the reef," we admired the pristine beaches. With seasonal jellyfish, however, swimming was out that day. The Rainforest Discovery Centre provides amazing views from the 210-foot tower over the lush, vast forest canopy.

The next day, we went snorkeling on the Great Barrier Reef. Garbed in protective head-to-toe blue suits, we looked like Smurfs, TeleTubbies, or the Blue Man Group—not pretty! The Great Barrier Reef is some 2,600 kilometers long and made up of thousands of small reefs. We snorkeled on the inner reef, but you could also

visit the outer reef, a big draw for SCUBA divers.

Another excursion took us to Mossman Gorge, where it's said that when the water roars down the mountain, it actually moves the enormous river boulders. Bruce Belcher's Daintree River cruise acquainted us with the local flora and fauna. (Just after our visit, a crocodile devoured a four-year-old boy in that same river, so it's not just dingos that one must be wary of).

On we flew to Ayers Rock. It is impossible to prepare for such hot, dry temperatures (45-50 degrees is not unusual) and the millions of flies—so many that we purchased head nets to avoid swallowing a mouthful (Al was the official in-car fly-swatter). Ayers Rock stands 350 meters high and is nine kilometers around at the base, but like an iceberg, there's another six kilometers of rock below the surface. At the Uluru Cultural Centre, we learned that the Rock is a sacred site for Aborigines, symbolizing creation. We stayed at the Sails in the Desert hotel, anticipating the "Sounds of Silence" dinner in the desert

that evening. Sporting headgear to ward off the flies, we found it a challenge to sip our champagne and munch on canapés. Then suddenly, at dusk, the flies left. What a relief! Buffet dinner in the desert was a special experience. Salads, crocodile, kangaroo and, of course, lamb—it was an epicurean adventure, capped off by desserts and port. The evening's highlight was the all-lights-out 40-minute astronomy talk, complete with shooting stars. What an education!

Back in Sydney, we toured the city on the Hop On/Hop Off buses, stopping at the renowned Bondi Beach, one of the most beautiful beaches in the world. We met up with Mick Crowe from Trailcon and his wife Barb to enjoy the Sydney Opera House with its distinctive architecture, and the Sydney Harbour Bridge from Captain Cook's Harbour dinner cruise. We considered doing the famous Sydney Harbour Bridge climb, but decided against it, for a few reasons: it costs \$169, takes three and a half hours (you must be very fit!), and—here's the real sticking point—you must drink

plenty of water beforehand due to the heat, but there are no washrooms en route!

The next day, we set sail for Auckland, New Zealand, aboard the luxurious Diamond Princess cruise ship for the next leg of our discovery tour.

(Our New Zealand and Hong Kong adventure continues in the next issue of "Report on Transportation.")

David Green and Ellen Goodeve are consultants specializing in sales training, performance evaluation and improvement, distribution analysis and logistics design. They can be reached at egoodve@sympatico.ca or by calling 613-475-5732.



Wendy Boughton and David in head nets to avoid swallowing any of the millions of flies near Ayers Rock.



Snorkeling on the Great Barrier Reef in our "Blue Man" suits.



Ayers Rock, a sacred site for Aborigines.

INDUSTRY NOTES

Ont. harmonizes single tires with conventional duals

The Government of Ontario has amended its regulations to allow the new generation of fuel-efficient wide-base single heavy truck tires to operate at the same weights as conventional dual tires.

As tire rolling resistance accounts for up to 35% of fuel consumption, the wide-base "super-single" tires can generate average fuel savings of 4-5% compared to conventional duals. This equates to annual greenhouse gas (GHG) reductions of 7-8 tonnes per vehicle per year.

The amendment is welcome news to the Ontario Trucking Association (OTA), which has been pushing it as part of its enviroTruck initiative. "By removing the weight penalty on wide-base tires, carriers will now have the flexibility they need to use single tires on the majority of drive and trailer axle configurations," says OTA president David Bradley. Fleets will be able to introduce these fuel-efficient devices while maintaining the same cargo payload as obtained when operating dual tires.



The change also harmonizes the allowable weights on wide-base single tires between Ontario and Quebec.

The OTA also lauded the provincial government's introduction of a four-year \$15-million grant program designed to assist operators of commercial vehicles who invest in fuel-saving technologies. Under the Green Commercial Vehicle Program, Ontario trucking companies can apply for grants towards the purchase of anti-idling devices such as auxiliary power units (APUs) or in-cab heater technologies and hybrid or alternative-energy vehicles. Companies will have to collect data on the fuel savings from the green technologies as part of a longer-term effort to reduce GHG emissions.

OTA estimates the APU technology can reduce idling by up to 90% and save up to 7,200 litres of diesel fuel per year for a typical tractor semi-trailer unit. "Helping businesses make the switch to fuel-efficient trucks will put Ontario companies at the forefront of green innovation and reduce pollution," says Environment Minister John Gerretsen.

TransForce Inc. closes on two more transactions



TransForce Inc. has completed two more transactions designed to increase the strength of Matrec, its waste-management division.

It has acquired Roland Thibault Inc., Granby, Que., which specializes in the collection, transportation, and disposal of non-hazardous solid waste. It has also increased its ownership in Laflèche Environmental Inc.'s landfill and environmental complex, located in Moose Creek, Ont., from 37.5% to 50%.

In other news, the company closed its Transpel subsidiary in Boucherville, Que., a specialized truckload carrier that it acquired in 2004, citing economic difficulties caused by the weak U.S. dollar and high fuel costs.

TransForce also announced an increase of 23% in third-quarter 2008 revenues to \$595.5 million from \$486.2 million in the same period of 2007, partly due to acquisitions over the past year. Net income was down, however, to \$26.5 million compared with \$28.5 million in 2007. TransForce converted to a dividend-paying company from an income fund in May 2008.

More income funds opt to convert

Two more transportation-industry income trusts have opted to convert to corporations. In December 2008, Andlauer Management Group Inc. (AMG) completed the acquisition of all the trust units of ATS Andlauer Income Fund. AMG is a company controlled by Michael Andlauer, founder of Andlauer Transportation Services, a full-service transportation solutions provider.

Mullen Group Income Fund, Okotoks, Alta., announced in January that it, too, would convert. "On October 31, 2006, when the Federal Government announced its intention to effectively eliminate the income trust structure, we knew that the day would come when we would be forced to convert," said Murray K. Mullen, chairman and chief executive officer. "Not only are we facing a deadline to convert, we are in the midst of a seizure in the credit markets, a severe global slowdown and a dramatic decline in crude oil and natural-gas pricing. Within this context, we believe that a conversion at this time is prudent." The conversion is expected to be effective May 1.

Mullen Group specializes in the trucking and logistics sector in North America, and the oil and natural gas service industry. For the year ended December 31, 2008, it generated record consolidated revenues of approximately \$1.3 billion, an

increase of 17.4% over 2007. Net income was \$113 million, compared with a net loss of \$118.7 million the previous year.

Moderate Q3 growth for top for-hire carriers

The top 97 for-hire carriers (Canadian-based trucking companies earning \$25 million or more annually) generated operating revenue of \$2.6 billion and operating expenses of \$2.4 billion in the third quarter of 2008, according to Statistics Canada.

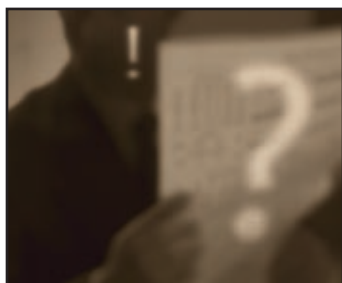
The year-over-year growth rates for operating revenues and for operating expenses were identical (+2.1% each), continuing the steady but moderate year-over-year growth recorded in each of the first three quarters of 2008. The operating ratio (operating expenses divided by operating revenue) remained unchanged from the previous year at 0.95. A ratio greater than 1.00 represents an operating loss.

Rough road ahead, says OTA survey

A survey of companies in the trucking industry, long considered a bellwether of economic activity, shows a marked deterioration in the provincial outlook for the next three to six months, according to the 1Q09 Business Pulse e-Survey conducted by the Ontario Trucking Association (OTA).

However, the survey also indicates that trucking companies are responding to the challenges by cutting capacity to bring it more in line with freight volumes. "The industry in Ontario has been experiencing a freight recession for about 18 months now, and all indications are that in the next several months, things are likely to get worse before they get better," says OTA president David Bradley. "However, most trucking companies, and certainly those who will survive this difficult period, are taking the actions they can and structuring themselves to weather this storm and to come out of it, when things do start to recover, stronger than before."

Of the 82 trucking companies, of all sizes and from all industry segments, who responded to the survey, half (51%) said they were pessimistic about overall industry prospects over the next three months, up from 34% in the 4Q08 survey results. Moreover, the percentage of trucking companies that are optimistic about the coming quarter dropped to 17%, from 24% three months ago. On average, 74% said that freight volumes have decreased compared with a year ago, up sharply from 52% recorded in the final quarter of last year.



Bailout blowout

The total cost of the U.S. bailout, at US\$7 trillion—and counting—is more than the country spent on the First and Second World Wars, Korea, Vietnam, and the Iraq invasion combined, says *Report on Business* magazine.

That's about \$23,000 for every American, and more than half of U.S. annual gross domestic product.

Even if the country had spent \$1 million per year since the birth of Christ, it would *still* amount to less than the cost of the bailout!



N.S. and N.B. harmonize transportation regulations

Nova Scotia Premier Rodney MacDonald and New Brunswick Premier Shawn Graham have signed an agreement that they say will strengthen the economies of both provinces by reducing barriers to business, trade, and skilled labour.

The transportation component of the Partnership Agreement on Regulation and the Economy (PARE) will further improve a smart transportation corridor, by harmonizing regulations and permits for weights, dimensions, and operations of commercial vehicles. That includes standardization of

permit regulations for Long Combination Vehicles (LCVs) and oversized loads.

While the Atlantic Provinces Trucking Association welcomes the standardization of the LCV configuration, the Atlantic Institute for Market Studies (AIMS) is concerned that two provinces signing an agreement could make it more difficult for other provinces to join in, according to an article in *The Chronicle Herald*.

The agreement follows a similar one between Alberta and British Columbia, signed in 2007.

FOR YOUR INFO

You are SO not hired (Part II of II)

We couldn't resist sharing more of these résumé bloopers made by hapless—and hopeless—job seekers, courtesy of staffing firm Robert Half International.

POSITION DESIRED: "Profreader." (It doesn't look good...)

EDUCATION: "Watched the first season of The Apprentice and part of the second season." (This experience doesn't trump a traditional degree.)

SKILLS: "I offer mediocrity at its best." (No argument here.)

INTERESTS: "Gossiping." (Rumour has it you're not getting an interview.)

COVER LETTER: "Through my career experiences I have become inept at communication skills." (Indeed you have.)

REASON FOR LEAVING: "I thought the world was coming to an end." (So... optimism is not your strongest quality?)

QUALIFICATIONS: "I am able to show up at the office on time, not only during the first week but also after a year of employment." (And after two years?)

QUALIFICATIONS: "Twin sister has accounting degree." (Send her in!)

OBJECTIVE: "I would like to work for a company that is very lax when it comes to tardiness." (We'll get back to you.)

WORK EXPERIENCE: "My friends call me R-E-G-G-I-E, and that sums up my work experience." (We're still scratching our heads.)

EDUCATION: "Have repeated courses repeatedly." (There's something to be said for perseverance.)

REFERENCES: "Bill, Tom, Eric. But I don't know their phone numbers." (We might need a bit more to go on.)

COVER LETTER: "Please disregard the attached resume – it is terribly out of date." (OK – next!)

OBJECTIVE: "Secure a position in a large firm as receptionist, PBX operator, manager, owner or accounts receivable clerk." (At least you're leaving your options open.)

COVER LETTER: "My work history is outlined on my enclosed resume. As you can see there isn't

anything too impressive about it." (Thanks for the heads up.)

REASON FOR LEAVING: "Was held at gunpoint and nearly eaten by a giant rodent." (Say no more.)

EXPERIENCE: "I have lurned Word Perfect 6.0, computer and accounting programs." (But has yet to master the spell check.)

CURRENT SALARY: "\$36,000. Salary desired: \$250,000." (Nothing ventured, nothing gained.)

PROFESSIONAL ASSOCIATIONS: "I am not a member of any associations, per se, but I do associate well with others." (Well, that's a start.)

These 'bots were made for walking!

Honda Motor Co. Ltd.'s new wearable assisted-walking "robot" is designed to relieve stress on the creaking joints of aging factory workers. In a nutshell, it consists of a bicycle-type seat connected by mechanical frames to a pair of shoes. The device helps support body weight to reduce the load on the user's legs while walking, going up and down stairs, and in a semi-crouching position.

The system has a computer, motor, gears, battery, and sensors in it to respond to a person's movement, and operates for two hours on a battery charge.

The automaker envisions the walking-assist device being used by employees on the assembly line or in other factory positions that involve long periods of time on their feet.

To use it, you straddle the seat like a bicycle, put on the shoes, push the "on" button, and start walking.

Honda is now testing the system at a plant in Japan.



Word watch **Maverick**

The word “maverick” – meaning an independent or rebellious person – came up frequently during the ill-fated John McCain/Sarah Palin election campaign. Some of us can recall the 1960s television show “Maverick,” starring the ageless James Garner as Bret Maverick, one of two brothers who lived on the edge of the law in the Wild West.

In fact, the television show borrowed its moniker from the real “Maverick.” The word is an “eponym,” meaning it was once someone’s proper name. That person is 19th-century Texas cattleman Samuel Maverick, who became famous for letting his cattle roam unbranded. Other ranchers often “adopted” them, referring to them as “Maverick’s.” The

term soon morphed into “mavericks,” and by the end of the century, it came to mean any sort of rootless wanderer or rebel.

An interesting footnote: Sam Maverick’s grandson, Maury Maverick, coined the term “gobbledygook” while serving in the U.S. House of Representatives from 1935-1939, to describe bureaucratic doubletalk. He said he based the word on the behaviour of turkeys (the flying kind) back in Texas, who were “... always gobbledygobbling and strutting with ludicrous pomposity. At the end of this gobble there was a sort of gook.”

Sources: www.word-detective.com,
www.alphaDictionary.com



Private ownership of 407ETR has taken a toll

Having learned “important lessons” over more than a decade of tolled highway driving on what is now known as the 407ETR, the McGuinty government says the province will retain ownership of the new Highway 407 extension running east from Pickering to Clarington. The Ontario government will also regulate toll rates, and specifies that the length of any operating contract “must be significantly less than 99 years,” a reference to the length of the lease that the former Conservative government of Mike Harris gave to buyers of the 407ETR when it sold the asset in 1999.

Currently, 407 International Inc. is owned by a consortium comprising Cintra Concesiones de Infraestructuras de Transporte, Macquarie Infrastructure Group, and SNC-Lavalin. Small wonder the government wants to retain ownership this time around; the consortium raked in profit of \$60.4 million for the third quarter of 2008, up from \$34.4 million for the

same period in 2007. Of course, it’s not hard to make a profit when you can jack up the tolls at your whim, thanks to Harris’ ironclad contract. Yet another round of increases was imposed in February.

Revenues generated from the new highway will go towards the construction costs and maintenance of the road. Ontario says it will also set customer-service objectives for the extension, including complaint resolution, which it has had no control over since the sale of the existing highway asset to the private sector. Despite the ownership’s claims to the contrary, users of the 407ETR have been frustrated by poor customer service over the years.

The planned extension is currently undergoing an environmental assessment, to be submitted for approval this summer. Service is scheduled to begin in 2013.

SITE-SEEING

My Retirement

www.sunlife.ca/MyRetirement

We know you love your job, but everyone still needs to plan for retirement sooner or later. This new website by Sun Life Financial Inc. helps you decide when you’re ready and able to retire. Designed specifically to meet the needs of Canadian baby-boomers within 10 years of retiring, it uses interactive tools and calculators to help Canadians plan for retirement.

The site, which won an Investor Education Award by the Investment Funds Institute of Canada, covers such topics as how much retirement income you’ll need, where it will come from, and what your retirement will look like.

While the company obviously hopes the site will bring it new clients, most of the content is generic in nature and therefore useful to anyone planning for retirement.

Weather Winners

www.on.ec.gc.ca/weather/winners/

Which Canadian city is the rainiest, the snowiest, or the windiest? Where is the sunshine capital?

David Phillips, Environment Canada’s senior climatologist and “weather guru,” has analyzed 30 years of recent weather data for Canada’s 100 largest cities to find the answers to those questions and many more.

Some of the rankings will surprise you. The hottest summer: Kamloops, B.C. (Toronto ranked ninth.)

A similar analysis for the provinces and territories yields more surprises. The hottest summer: New Brunswick. The mildest winter: Nova Scotia. Ontario placed first in one category: most thunderstorm days.



BOYS & THEIR TOYS...

Aficionados of classic sports cars found plenty to fuel their passion at the recent Canadian International AutoShow. Proving, as the song goes, that "Everything old is new again," the "Big Three" unveiled updated versions of the Chevy Camaro, Dodge Challenger, and GT500KR (King of the Road) Ford Mustang. All three models are basically replicas of their '60s-era predecessors as the beleaguered automakers play the nostalgia card in an effort to rev up sales.



Visitors were also treated to an exhibit called "Corvette! An American Legend." The 25-car display spanned 56 years of vintage cars, including the very first 1953 model, the 1961 Mako Shark I with its distinctive front-end styling, and the 1969 Manta Ray. Also featured were Corvette pace cars from the Indianapolis 500 in 1978, 1986, 1998, and 2007, plus Special Anniversary models commemorating the 40th and 50th years of production.

The venerable 'Vette is still going strong after all these years—the new, super-charged ZR1 model was also on display in the GM section of the show.



FRANK SAYS...

Frank stopped by my office the other day on his way to a meeting. As usual, he was on a tear. This time, the target of his wrath was—yet again—Air Canada.

Always one to hold a grudge, Frank was still smarting from a flight he had taken from Vancouver around Christmas time, when he was stranded on the tarmac for 12 agonizing hours. After a lengthy weather-related delay before boarding, Frank recounted, "they loaded us onto the plane at midnight for a red-eye flight. But there was just one problem—NO CREW to fly the plane," he laughed bitterly. "The dimwits made us sit in our seats until noon the next day when we finally took off!

"And that's just one example of Air Canada's horrendous customer 'service' over the holiday season," Frank fumed, waving a piece of paper in my face. "Here's the proof—three-quarters of the calls received by the Consumers' Association of Canada were complaints against Air Canada, with the other 25% praising the competition. Yessiree, Air Canada really outdid itself this time."

Then he grabbed another sheet of paper, which turned out to be an e-mail from Air Canada congratulating him on booking a flight using reward points. "Whoever wrote this garbage has obviously never flown on Air Canada. Listen to this," he sneered, and began to read in a mocking tone: "Redeeming for your Aeroplan Reward can feel like a happy ending, but it's really just the beginning of more good things to come. Reaching your Aeroplan Reward goal is no small feat. We're so happy for you." Pass me an airsickness bag," he added only half-jokingly.

"If they're 'so happy' for me, I'm really in trouble," announced Frank, as he warmed to his punchline.

As Frank says:

"The Air Canada motto is: 'We're not happy until you're not happy. 'Well, guess what? There must be a bunch of deliriously happy people on the job at Air Canada, because we're STILL not happy!"



CALENDAR OF EVENTS

April 16-18

ExpoCam 2009

*Place Bonaventure,
Montreal, QC*

Contact: Elizabeth McCullough,
Show Manager, Newcom Business
Media Inc.

Telephone: 416-614-2200;
1-877-682-7469

E-mail: emccullough@newcom.ca

Web: www.expocam.ca

April 30-May 1

2009 Intermodal Operations & Maintenance Seminar

*Oak Brook Hills Marriott Resort,
Oak Brook, IL*

Contact: Intermodal Association
of North America

Telephone: 301-982-3400, ext. 332

E-mail: iana@intermodal.org

Web: www.intermodal.org

May 20

OTA Allied Trades Annual Spring Golf Tournament

*Glen Eagle and Clublink Golf
Clubs, Bolton, ON*

Contact: Melanie Kowdrysh,
Ontario Trucking Association

Telephone: 416-249-7401 ext. 231

E-mail: melanie.kowdrysh@

ontruck.org

June 12-13

Atlantic Truck Show

*Moncton Coliseum,
Moncton, NB*

Contact: Mark Cusack,
Show Manager

Telephone: 506-658-0018;

1-888-454-7469

E-mail: mcusack@mpltd.ca

Web: www.atlantictruckshow.com

April 20-23

SAE 2009 World Congress

Cobo Center, Detroit, MI

Contact: Society of Automotive
Engineers

Telephone: 1-877-606-7323

E-mail: CustomerService@sae.org

Web: www.sae.org/congress

May 1

Deadline for submissions to 2009 PMTC Awards Programs

Contact: Private Motor Truck
Council of Canada

Telephone: 905-827-0587;

1-877-501-PMTC

E-mail: info@pmtc.ca

Web: www.pmtc.ca

May 22

Toronto Transportation Club Spring Golf Tournament

*Lionhead Golf & Country Club,
Mississauga, ON*

Contact: Andree Baillargeon

Telephone: 416-886-5450

E-mail: sec_treasurer@torontotrans-

portationclub.com

June 17

PMTC Pre-Conference Golf

*Legends on the Niagara,
Niagara Falls, ON*

Contact: Private Motor Truck

Council of Canada

Telephone: 905-827-0587;

1-877-501-PMTC

E-mail: info@pmtc.ca

Web: www.pmtc.ca

April 26-29

NASSTRAC Logistics Conference & Expo

*Buena Vista Palace at Walt
Disney World, Orlando, FL*

Contact: National Shippers
Strategic Transportation Council

Telephone: 952-442-8850, ext. 208

Web: www.nasstrac.org/conference/

May 1-2

58th Annual Convention of Quebec Trucking Association

*Fairmont Le Manoir Richelieu,
La Malbaie, QC*

Contact: Quebec Trucking
Association

Telephone: 514-932-0377 ext. 211;

1-800-361-5813

Web: www.carrefour-acq.org

May 25

PMTC Ontario Spring Golf Tournament

*Markland Wood Golf Club,
Etobicoke, ON*

Contact: Private Motor Truck
Council of Canada

Telephone: 905-827-0587;

1-877-501-PMTC

E-mail: info@pmtc.ca

Web: www.pmtc.ca

June 18-19

PMTC Annual General Meeting and Conference

*Queen's Landing,
Niagara-on-the-Lake, ON*

Contact: Private Motor Truck

Council of Canada

Telephone: 905-827-0587;

1-877-501-PMTC

E-mail: info@pmtc.ca

Web: www.pmtc.ca

April 26-29

2009 WERC Conference

*Atlanta Marriott Marquis,
Atlanta, GA*

Contact: Warehousing Education
and Research Council

Telephone: 630-990-0001

E-mail: wercoffice@werc.org

Web: www.werc.org

May 10-14

CCMTA Annual Meeting

*Delta Regina Hotel,
Regina, SK*

Contact: Canadian Council of
Motor Transport Administrators

Telephone: 613-736-1003

E-mail: ccmta-secretariat@ccmta.ca

Web: www.ccmta.ca

May 25-28

46th Canadian Fleet Maintenance Seminar

*Doubletree by Hilton – Toronto
Airport Hotel*

Contact: Rod Henderson,
General Manager

Telephone: 519-886-6265

Web: www.cfmonline.com

June 19-21

The Stirling Truck Show

Stirling Fairgrounds, Stirling, ON

Contact: Stirling and District
Lions Club

Telephone: 613-395-3119

E-mail: info@truckshowandshine.com

Web: www.truckshowandshine.com

April 28-29

42nd Annual Supply Chain and Logistics Conference

*Paramount Conference and
Event Venue, Vaughan, ON*

Contact: Supply Chain & Logistics
Association Canada

Telephone: 905-513-7300;

1-866-456-1231

E-mail: info@sclcanada.org

Web: www.sclcanada.org

May 12-15

Transport logistic 2009

*New Munich Trade Fair Centre,
Munich, Germany*

Telephone: (49 89) 9 49-113 68

E-mail: info@transportlogistic.de

Web: www.transportlogistic.de

June 11

Toronto Trucking Association Spring Golf Tournament

*Lionhead Golf & Country Club,
Mississauga, ON*

Contact: Connie Burbidge

Telephone: 416-248-6211

E-mail: cburbidge@tta.on.ca

July 23-26

24th Annual Fergus Truck Show

Fergus, ON

Telephone: 519-843-3412;

1-866-526-7379

E-mail: info@fergustruckshow.com

Web: www.fergustruckshow.com



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