

**Exclusive report:** Highlights from Truck World 2006, PG. 34



Freightliner  
CEO Chris  
Patterson on  
where we go  
from here, PG. 34

# Today's Trucking

The Business Magazine of Canada's Trucking Industry

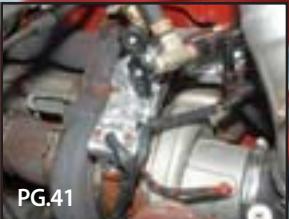
May 2006

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PG.12

Are there super-singles  
in your future?



PG.41  
Testing Cummins'  
2007 ISX



PG.35  
Operational tips from  
Truck World 2006

## STRUtTING *their* STUFF

The OEMs have launched a barrage of new iron  
for 2007, from International's Prostar to Pete's  
aerodynamic 387. Coverage starts on page 47



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*Run Smart<sup>SM</sup>*



41

Tested with surprising results: Cummins' new ISX



45 Now that's a silverado!



25 Training for the steeps

NEWS & NOTES

10 DISPATCHES  
DOMINO DAYS



Big trouble in Big-3 auto land and what it means to truckers

- 11 Mullen buys Kleysen
- 12 Quebec's singles scene
- 14 California reefer madness
- 15 Who's where?
- 16 Dates to remember
- 17 Manitoba's roughest roads
- 17 Truck sales stats

FEATURES

34 COVER  
CHRIS PATTERSON SPEAKS

Freightliner's CEO on all things trucking.  
BY TODAY'S TRUCKING STAFF

35 COVER  
TRUCK WORLD REPORT

Tips on tires, lubes, and more.  
BY TODAY'S TRUCKING STAFF

41 QUICK SPIN  
ROAD READY

Cummins' '07 ISX is more refined than its predecessors, but no less capable.  
BY JIM PARK

47 PRODUCT WATCH  
NEW TRUCK SHOWCASE

2007 products the OEMs are all excited about.  
BY ROLF LOCKWOOD

OPINIONS

- 7 LETTERS
- 9 ROLF LOCKWOOD
- 21 JIM PARK
- 62 PETER CARTER

SERVICE DEPT

- 25 MOUNTAIN SCHOOL
- 27 RAYMOND MERCURI
- 29 SCOTT TAYLOR

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# Today's Trucking

The Business Magazine of Canada's Trucking Industry

**PUBLISHER & EDITORIAL DIRECTOR**

**Rolf Lockwood, MCILT** (rolf@todaystrucking.com) 416/614-5825

**EDITORIAL DEPT.**

**Editor** **Peter Carter** (peter@) 416/614-5828  
**Senior Editor** **Marco Beghetto** (marco@) 416/614-5821

**Contributors** **Jim Park, Duff McCutcheon, Stephen Petit, Allan Janssen, Steve Bouchard, Raymond Mercuri, Steve Mulligan, David Kosub, Steve Sturgess**

**DESIGN & PRODUCTION**

**Director** **Tim Norton** (production@) 416/614-5810  
**Associate Art Director** **Frank Scatizza**

**NATIONAL SALES MANAGER**

**Craig Macpherson** (craig@) 416/614-5804

**SENIOR SALES MANAGER**

**Jack Meli** (jack@) 416/614-5827

**REGIONAL SALES MANAGER**

**Joe Glionna** (joe@) 416/614-5824

**Marketplace Advertising**

**Joe Glionna** (joe@) 416/614-5824

**NEWCOM BUSINESS MEDIA GROUP**

**President** **Jim Glionna**  
**Controller** **Anthony Evangelista**  
**Production Manager** **Lilianna Kantor**  
 (lkantor@newcom.ca) 416/614-5815  
**Director of Circulation** **Pat Glionna**

**EDITORIAL & ADVERTISING OFFICES**

451 Attwell Dr., Etobicoke, ON M9W 5C4  
 416/614-2200 • 416/614-8861 (fax)

**CIRCULATION INFORMATION**

P.O. Box 370, Station B, Etobicoke, ON M9W 5L3  
 416/614-2200 • 416/614-8861 (fax)

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**Kenneth R. Wilson**  
 Award Winner

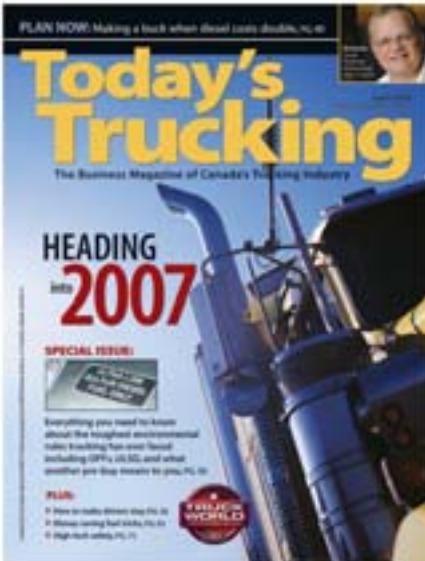


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**There's no free gas**

*Re: "Refueling your fleet" by Duff McCutcheon, April, 2006.* When I was an owner-operator for a major Ontario-based carrier in the early 90's, they implemented an "approved fuel stop" program. Unfortunately the program was based strictly on price, which was great for the carrier as they took advantage of the already low prices of the fuel stops.

The drivers and o/o's however were forced to either make another stop to eat or eat from the convenience store shelves. If the low-cost fuel stop had a fast-food restaurant, it was usually horrible. Showers were another major disappointment. Some of the centers that offered inexpensive fuel had filthy facilities.



While I'm all for saving pennies per gallon I feel that sacrificing food, clean showers and abundant parking tips the equation in the carrier's favor.

By advocating carriers use cut-rate fuel stops, you're doing an injustice not only to the drivers but also to the chains and the larger, respectable independents.

If we lose all the big truckstops and all that's left are the inferior places, there won't be any truck parking will there? Will we all be forced to park on the street in industrial parts of town where there aren't any facilities? We'll really see the public disdain for the industry increase then.

Also if there's such a thing as a driver shortage (a myth in my view), why are carriers even caring about the cost of fuel?

While I realize you can't run a business and not control costs, the driver shortage should allow carriers to charge what they want to move freight as well as purchase fuel at the higher-priced truckstops where full facilities are abundant.

If you purchase from one of the chains or better independents and the fuel is six cents per gallon more than the low-grade place across the street, what's the increased cost per mile when fuel costs are already \$2.50 USF per gallon? At six mpg it is a penny per mile—not something you want to just shrug off—but is it worth losing drivers for?

Michael Gower  
 Ayr, Ontario

**Good drivers limit themselves**

As a professional driver trainer I see a lot of drivers who would benefit from speed limiters. However, I think that governors are actually the easy way out.

Companies would get much better results if they simply trained their drivers more effectively.

Why would the people who support the idea of speed limiters prefer legislation instead of having drivers who know how to operate their vehicles safely?

Another way to lower the need for speed would be to pay drivers hourly or weekly salaries. Any politician who condones paying drivers by the mile is talking out of both sides of his mouth because that's what encourages speeding.

Mike Sim  
 Orillia, Ont.

**HOW TO REACH US:** We want your feedback. Write [editors@todaystrucking.com](mailto:editors@todaystrucking.com), or Letters to the Editor, Today's Trucking, 451 Attwell Dr., Etobicoke, ON M9W 5C4; fax: 416/614-8861.

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By Rolf Lockwood



# Crisis in the Shop

Where's your next mechanic coming from?  
Bet you don't know.

**C**onfused, that's me. It's a condition that usually only crops up... well, pretty much every morning. Or, more seriously, when I read that the future job prospects for diesel mechanics—call them 'technicians' if you like—are only "fair". Not good, not excellent. Just fair.

What?

This just doesn't ring true, goes against everything I know about the situation, yet that's what I found in a review of web-sites devoted to the trades in both Canada and the United States.

Now, the fact is, we start with a problem here. At the Human Resources Development Canada (HRDC) web-site devoted to the trades in general—[www.jobfutures.ca](http://www.jobfutures.ca)—truck-specific technicians aren't a separate category. They're lumped in with the automotive crowd. And when I move to the 'Heavy-Duty Equipment Mechanics' definition, things are no different—prospects are just fair. And the trouble there is the same in that transportation jobs are lumped in with construction, forestry, mining, etc.

So, while I'm convinced that prospects for mechanics within trucking are a long way better than 'fair'—a very long way—I sure wouldn't get that impression if I were a young person hunting around for an occupation to pursue.

We need to do this differently. And we've all known this for ages. More than a quarter century ago, the main theme of my very first Canadian Fleet Maintenance Seminar was the shortage of mechanics. It was a crisis, people said. I talk to dealer principals or fleet supervisors today and they always tell me that the shop is as difficult to populate with skilled people as the truck cab. It hasn't changed in more than 25 years.

Yet all we ever hear about is the shortage of drivers.

There's another problem in that HRDC web-site. The average hourly wage listed under Automotive Service Technician ranges from \$11.45 to \$18.07 depending on age and years on the job. For Heavy-Duty Equipment Mechanics these rates rise a bit to \$13.84 and \$19.90.

Yet the first actual advertised job I found in a web search—Road Service Mechanic—listed a starting pay rate of \$26.52, rising to \$29.15 after 80 days. Better yet, it was day shifts only.

I talk to fleet supervisors and they always tell me that the shop is as difficult to populate as the truck cab.

Granted, that's in Alberta, where skills are in especially short supply and money appears to be abundant. But that starting rate is a heck of a lot more attractive than 18 or 19 lousy bucks.

So let's look at an advertised southern Ontario job: truck and trailer mechanic with a low rate of \$16.00 an hour and a maximum of \$24.00, with full benefits and shift premiums paid. Looks better than the \$11.45 listed on the government web-site as the average for a 20-year-old starter or the \$18.07 for a 55-year-old veteran, doesn't it?

And then there's this nice one, in pay terms anyway, again in Ontario—\$23.00 to \$28.00 an hour, licence preferred but not required, with full benefits paid after an unspecified probationary period.

So clearly the government web-site is, if not entirely out to lunch, at least delivering a pretty darned inaccurate message. And if that undecided young person or the older guy looking for a career change doesn't look too far, what impression will he get? A bad one.

The one existing body that could do something on this front is the Canadian Trucking Human Resources Council (CTHRC) but it concentrates its efforts almost entirely on drivers. I might dispute the notion that drivers are the bigger problem to quite this extent, but the truth is, the CTHRC runs on a slim budget and there's a limit to what they can do.

So I think what we need, amongst about a zillion other things, is to target the mechanic shortage ourselves—on the web and elsewhere. And for a change I'd like to see a joint effort, not between "government and industry" as we so often see such things go, but one involving fleets and dealers and independent service shops directly, along with colleges and maybe even high schools. Finding someone to quarterback this won't be easy, but let's start by deciding to leave governments out of this. In other words, let's create and fund this ourselves.

We need to do some research, some promotion, some very basic groundwork. Given that demographic realities are working against us—in a way that they weren't 25 years ago—there's really no time to waste. We've been sitting on our hands all that time, it seems to me, and we reap what we sow. If you think things are tough now, just wait. ▲

Rolf Lockwood is editorial director and publisher of *Today's Trucking*. You can reach him at 416-614-5825 or [rolf@todaystrucking.com](mailto:rolf@todaystrucking.com).

# Dispatch

BY MARCO BEGHETTO



**HAUL MARK:** Is the sun setting on the once-bullish auto sector in Southwest Ontario and Michigan? The next few months may provide some answers.

## Domino Days

**GM could be crippled if workers at its biggest supplier strike—and other car and parts makers could soon follow.**

**D**ark skies are casting over the North American car-manufacturing and auto-parts transport sectors as a looming strike by workers at struggling Delphi Corp. could shut down operations at the company's largest customer, and former parent, General Motors.

The United Auto Workers (UAW) union representing Delphi employees is warning

that it would be "impossible to avoid a long strike" if a U.S. bankruptcy court approves Delphi's request to reject unprofitable supplier deals with GM and void its current labor contracts with the UAW.

The company wants to implement massive wage cuts—from about \$28/h to \$17/h in some cases—and propose an incentive plan to lure workers into early retirement.

The bankruptcy court will hear Delphi's arguments for the plan this month and will likely make a decision in early June.

The UAW was so incensed that Delphi asked the court to impose cuts the union had adamantly rejected, that it canceled all ongoing negotiations with company management. "There is no further reason to continue discussions," a union spokesperson

said at the time.

That hard line sparked fears in the automotive sector that the union is setting the stage for a long work stoppage that could have a serious ripple effect across all dependant sectors in both the U.S. and Canada.

If that happens, GM, which is currently trying to keep its own head above water in the face of high labor and raw-materials

# ches



Kleynen makes Mullen second-largest for-hire fleet.

costs, would be forced to shut down most of its North American operations at a cost of \$1 billion a week—effectively sinking the carmaker into bankruptcy too.

A Delphi strike in 1998 halted about 95 percent of GM's North American operations for nearly two months. A year later GM spun off Delphi, which at the time was the carmaker's parts division.

Analysts closely monitoring the situation say the threat of a repeat is quite real.

Richmond Hill, Ont.-based automotive expert Dennis DesRosiers says GM's decision to spin off Delphi seven years ago is coming back to haunt the company. "If [a strike is called] there's no easy way to solve it, so it will likely be a long and difficult one that will bleed GM," he told *Today's Trucking*.

It's debatable whether GM could bail out Delphi in order to keep its assembly lines moving since the vehicle maker is currently working within its own stringent cost structure.

DesRosiers thinks GM is in a slightly better position to throw Delphi a lifeline than it has in recent years, based on some recent cost-saving measures, but it's "certainly

## KLEYSEN KEEPS MULLEN ON TRACK

**W**hen he took over the family fleet from his father, Tom Kleynen made a deliberate decision to step away from the spotlight—limited media, no 'Best Managed' company lists, even respectfully declining to be in *Today's Trucking's* annual Top 100 For-Hire Carriers issue.

Now, after being acquired last month by the Mullen Group, one of Canada's largest and most public trucking companies, Tom Kleynen admits he might have to liberalize, at least slightly, his "compete quietly" strategy.

Not that it hasn't worked to this point.

In the last six years, Winnipeg-based Kleynen Transport has more than doubled its revenue—from \$45 million to over \$100 million. The 70-year-old company has come a long way since it first hit the road in 1935, but things really took off in 2000 when Kleynen chose to withdraw from the volatile over-the-road van and temp-control sector in order to focus more on specialized businesses.

The company is now a diversified national carrier and logistics firm, specializing in bulk, flatdeck, multi-commodity transload, and intermodal services. It also offers warehousing and inventory management and distribution for products such as lumber, steel, aluminum coils, construction and agricultural equipment, oilfield supplies, and other bulk products.

"We're at the top of our game right now," company president Tom Kleynen said in an exclusive interview.

As first reported by *Today's Trucking* last month, Mullen now becomes Canada's second-largest for-hire carrier with the Kleynen acquisition, behind only TransForce and just ahead of Vitrant Corp.

Kleynen, which previously didn't report its equipment assets, adds to Mullen 250 tractors, 526 trailers, and 518 containers, for a total of 7,920 units across its

operations. Other assets from Kleynen include lifting cranes and intermodal chassis.

Tom Kleynen says his company's growing cross-dock transload and intermodal business—which now includes a number of strategic terminals and rail applications in Calgary and Edmonton—was what really caught Mullen's eye.

"We have a flatdeck and a bulk division, and Mullen has that [too], so they had been in the past almost competing businesses," says Kleynen. "I believe we became very attractive because one of the things we bring to the Mullen Group which didn't exist in their operation is the whole intermodal and rail piece. I think it's going to create a tremendous amount of synergy across their businesses and [enhance] what they can offer collectively in the marketplace."

So what's in it for Kleynen? Well, says the company's president, the opportunity to be part of an income trust at this point in the firm's proud history became very appealing.

Income trusts, which are popular among some of Canada's larger trucking and logistics firms, basically distribute free cash flow (mostly profit) from the business to investors in a tax-friendly manner. The income-trust structure suits mature and established businesses with steady cash flow and a limited need for capital re-investment for growth. But mainly the structure reduces or eliminates corporate tax, allowing for greater distribution.

"The income trust has facilitated an exit strategy for family businesses that hasn't existed in the last 20 or 30 years that I can think of," says Kleynen. "Ten years ago, all you could expect from a trucking company was their assets and a little bit of goodwill."



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not in a great position."

He warned the Domino effect of a possible Delphi strike and GM closures could be swift across the balance of auto manufacturing, parts, and transportation sectors.

Competing suppliers and carmakers like Ford and Chrysler would find it difficult to compete with Delphi, and likely GM, which would be protected under radical restructuring plans. Eventually, says DesRosiers, the other two major auto companies and their suppliers could be forced into major cost restructuring models of their own.

The chips that fall from such an episode could land hard in the auto-dependant linehaul corridor of southern Ontario, admits DesRosiers.

"There are a lot of implications for southern Ontario," he says. "We have traditionally lined up with Ford, GM, and DaimlerChrysler, and companies aligned with them. So obviously everybody gets caught in this."

### Tires

## Single Parity in Quebec

The single life in La Belle Province has always been livelier than anywhere else. And now it's even more relaxed—for tires, that is.

*Today's Trucking* French-language sister publication *Transport Routier* reports that Quebec is the first Canadian province to eliminate the weight penalty for using single wide-based tires or "super singles" as they're

sometimes called.

Quebec carriers and owner-ops can now interchange wide-base tires or dual tires under the same load standards. With this decision, the old 1,000-kg-per-axle weight penalty when using the wide-base tires is gone.

Under the Memorandum of Understanding on Interprovincial Vehicle Weights and Dimensions, provinces agree on a total maximum weight of 9,100 kg per axle. For wide single tires most jurisdictions apply a limit of 6,000 per axle.

The 3,000-kg-plus gap makes it all but impossible for carriers in most provinces—even if they're hauling tissue paper—to operate with single tires.

Quebec (and most recently Ontario) was the exception, where, with an 8,000-kg limit, carriers could take a 1,000-kg weight penalty or spec singles to U.S. dedicated equipment. South of the border the weight is capped at a maximum load of 17,000 lb or 7,700 kg per axle, putting the limit almost at par with Quebec's 8,000 kg allowance.

Under the new rule recently approved by the Ministère des Transports, Quebec carriers no longer have to segregate single-tire equipment between U.S. and Canadian runs.

However, that parity comes with a price.

Sources told *Transport Routier* that before they equip their tractors and trailers with wide-base tires, Quebec carriers need to buy



from the Ministry a special permit for the thaw period only (\$150 + fees); for the rest of the year excluding the thaw period (\$250 + fees); or for the whole year (\$400).

That fee applies to the tandem axle of a truck tractor or semi-trailer. The cost gets higher as the number of axles increases. For the thaw period, the Ministry says that using wide-base tires would require a special permit of \$250 plus fee for the triple axle or group of class B.44 or B.45 axles (three axles plus a self-steering axle) equipped with single tires on a semi-trailer. For the rest of the year, the cost will be \$350, or \$600 for the whole year, *Routier* has learned.

Why this special permit? Because, the Ministry says, "some studies have conclud-

**SINGLE SOLUTION:** Other provinces may soon follow Quebec in lowering, or even eliminating the weight penalty for single tires.



ed that such tires cause more extensive damage to roads than dual tires."

Since 2002, special permits have been issued for combinations of five-axle

vehicles equipped with single wide-tread tires in order to ensure compatibility with authorized load standards in the U.S. during spring thaw—the two months of

the year where the 8,000 kg allowance technically didn't apply.

Although the ministry insists the permit fees will go towards maintaining

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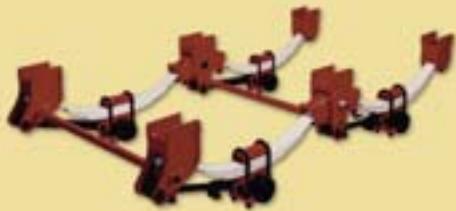
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roads that may be more easily damaged by singles, officials do acknowledge that it could be advantageous to use single tires instead of the traditional dual tires to reduce fuel consumption and maintenance costs.

Marc Brouillette, chairman of the Quebec Trucking Association, says his group is happy this compromise was finally struck. "It was important for us to explain to the government that the parity was essential for carriers and would allow them to manage their fleet under one set of rules, whatever tires best fit their operations," Brouillette said. "It's up to them to decide what is the best for them."

In the rest of the country, there are rumblings that other provinces are on the verge of making allowances for single tire usage.

The government of New Brunswick is reportedly

analyzing pavement data from a study done in partnership with the University of Illinois.

Engineers ran the province's

pavement data through a testing model in order to produce relative side-by-side comparisons between singles and duals for New Brunswick's roads. If New Brunswick greenlights a GVW update to accommodate singles, the rest of the neighboring Atlantic provinces could quickly follow.

B.C. may also be close to an announcement. Apparently, the province is

still deciding whether to raise the limit to 8,000 kg like in Ontario or, like Quebec, make the jump straight to 9,000 for full uniformity between singles and duals.

### Emissions

## Reefer Madness in California

The Golden State has truckers seeing red these days.

American owner-operators have joined the country's carriers in trying to put a stop to a controversial rule which subjects trucks hauling reefers in California to extremely stringent emission standards.

The wildly unpopular Airborne Toxic Control Measure, proposed to the EPA by the California Air Resources Board (CARB), establishes tough, new environmental performance standards for any diesel-powered, in-use transport refrigeration units (TRU)

and TRU generator sets that come into California, regardless of where the unit is baseplated.

**"It's up to carriers to decide what's best for them."**

The TRU standards, which are even stricter than upcoming federal diesel engine emission mandates, will be phased-in over time and vary depending upon the age of the engine. The rule requires reductions in particulate emissions of at least 50 percent for older engines and 85 percent for engines newer than 2002. Operators would either have to retrofit or replace existing, non-compliant TRUs before rolling them into California.

# heard on the Street

### ■ TODAY'S TRUCKING

Senior Editor **Marco Beghetto** received a silver award at the Truck Writers of North America Annual Awards ceremony for a telling brake adjustment story titled "Them's the Brakes." Beghetto was also recognized for his exclusive story on the Windsor-Detroit border crossing solution as proposed by traffic guru Sam Schwartz—"Sounds Like A Plan." *Transport Routier* Editor **Steve Bouchard** was presented with a silver award for his feature "Le Grande Seduction"—an in-depth look at the buying strategies of Alain Bedard's TransForce Income Fund. *Today's Trucking* Editor **Peter Carter** also scored a silver for his back-page column *Rear View*.

■ **Gerald Tallman**, dealer principal at **KEMPTVILLE TRUCK CENTRE** in Kemptville, Ont. has been given the Lifetime Achievement Award honor

by International Truck and Engine Corp. The prestigious award is presented to those dealers whose "consistent record of achievement and humanity throughout the course of their career has clearly provided a role model of excellence."

■ **Brent Hart** has been selected to succeed John Nelligan as regional vice-president and GM for **STERLING** and **WESTERN STAR'S** Canadian office. Hart comes to Canada after previously working at the company's Redford, Mich. headquarters. Hart told *TodaysTrucking.com* that he "looks forward to increasing market share and building on the strengths the two brands have enjoyed over the last few years in Canada."

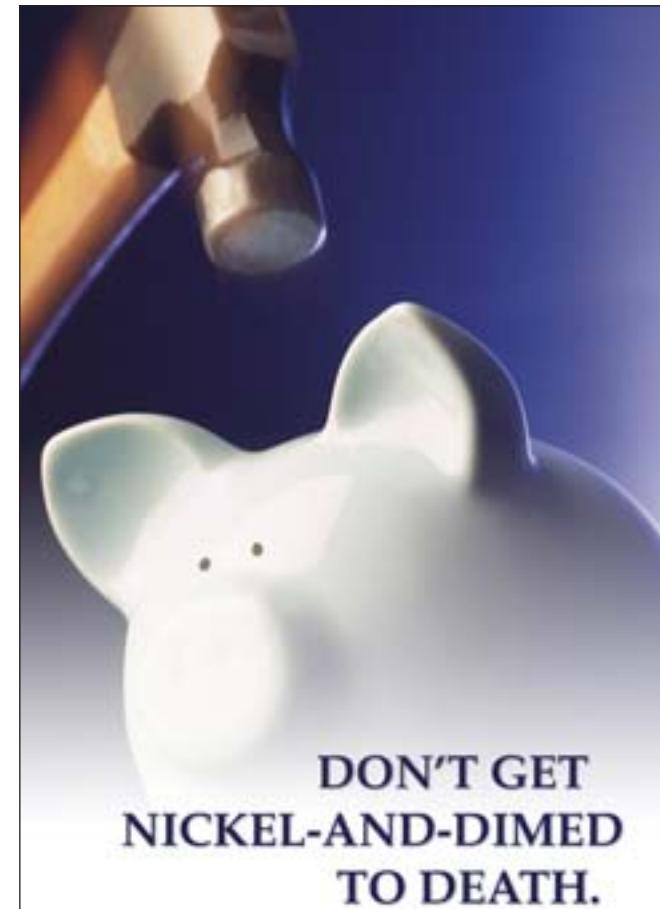
■ **Dwight Michaud**, owner of **TIMMINS KENWORTH** has just opened a New Liskeard Kenworth dealer location. The New Liskeard Kenworth Dealership will be located on 499 Radley Hill Road, New Liskeard, Ont. Call Michaud at: 705-268-780.

Reefers with less than 25-hp engines would have to be certified at 0.30 gallons per horsepower-hour, and units with more than a 25-horsepower engine would have to be certified at 0.22 gallons per horsepower-hour, according to CARB.

The Owner-Operator Independent Drivers Association has now filed comments with the EPA echoing concerns also made by the American

Trucking Associations. A few of the arguments both groups are voicing in an attempt to get the rule thrown out, include:

California and out-of-state truckers are dramatically affected by the costs and other burdens the rule imposes; the rule requires carriers to segregate their fleets into approved and non-compliant divisions—a near impossibility considering



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# Dispatches

how much freight is hauled into the state; that CARB failed to consider the technical feasibility and costs; and the rule is based on unproven technology, including diesel particulate filters—which are required for '07 truck engines, but are not guaranteed to work in smaller TRUs.

“Small fleet owners with 20 or fewer trucks make up approximately 95 percent of the industry. Further, these small business truckers typically operate on small profit margins without any extra equipment, a situation that would not allow them to segregate equipment for California and non-California operations,” wrote OOIDA President Jim Johnston, in a submission to EPA.

OOIDA’s comments allege CARB’s rule seriously underestimated the number



of out-of-state TRUs affected by the proposed standard. “The 7,500 figure [established] by CARB doesn’t make any adjustment for the obvious fact that the same out-of-state TRUs can not possibly be entering California 365 days per year.”

OOIDA cites stats submitted by the ATA that finds, on the contrary, that the actual number of out-of-state TRUs in California over the course of a year is about 223,000, almost 30 times the number suggested by CARB.

“CARB’s decision is

**CHILLING EFFECT:** Hauling to California may no longer be golden for reefer truckers.

arbitrary and capricious if the agency failed to consider the relevant factors and the relevant data relating to an important aspect of the problem or considered data that should not have been considered, and consequently has made a clear error in judgment,” writes Johnston, adding that CARB simply “paid lip service” to the number of truckers that would be affected by the rule.

The owner-op group continues by saying CARB failed to take a serious look at the economics of the refrigerated trucking industry. OOIDA and ATA suggest the cost of retrofitting or replacing TRUs, as required by CARB, could cost between \$2,000 and \$20,000.

## LOG BOOK

Go online for more events, visit [www.todaystrucking.com](http://www.todaystrucking.com)

### May 24-25

**Transportation Health & Safety Association 63rd Annual Conference**, Doubletree International Plaza Hotel, Toronto. An event to discuss health and safety issues in the transportation sector. Contact: Betty Taylor at 416-242-4771, ext. 274 or go to [www.thsao.on.ca](http://www.thsao.on.ca).

### May 28-31

**Canadian Fleet Maintenance Seminar**, Double Tree International Plaza Hotel, Toronto. Organized by the Automotive Transportation Service (ATS), the 2006 event promises even more concurrent panels, training sessions and workshops for maintenance supervisors. Contact: 519-886-6265 or click on [www.cfmsonline.com](http://www.cfmsonline.com).

### May 28-31

**Canadian Transportation Research Forum 40th Annual Conference**, Loews le Concorde Hotel, Quebec City. Trucking companies, railways, port authorities, shippers, terminal operators and government all make up the CTR Forum. Contact: 306-242-6199 or make your way to [www.ctrf.ca](http://www.ctrf.ca).

### Jun 3

**Saskatchewan Truck Driving Championships and Roadeo**, Kramer, Ltd., Regina. Presented by the Saskatchewan Trucking Association. Contact: 1-800-563-7623 or go to [www.sasktrucking.com](http://www.sasktrucking.com).

### Jun 4-7

**Heavy Duty Distributors Council 22nd Business Conference and AGM**, Fairmont Le Chateau Frontenac, Quebec City. HDDC educates its members on the use, service, maintenance, repair and replacement of truck and trailer parts in heavy vehicle transportation. Contact: 519-631-9424 or click on [www.hddc.on.ca](http://www.hddc.on.ca).

### Jun 5-7

**Windsor Workshop 2006: Innovative Transportation Fuels & Technologies Conference**, Sheraton Centre, Toronto. The world’s premier transportation technologies and fuels forum is back. Topics to be covered include energy supply security, climate change, new market development and technology deployment. Contact: NRCan at 613-947-982 or get more info at [www.windsorworkshop.ca](http://www.windsorworkshop.ca).

"This is an industry where profit margins are small and overall earnings are generally low," writes Johnston. "Small business truckers, including those pulling refrigerated equipment, operate on especially tight budgets. These truckers have little choice but to buy used equipment and keep it longer than larger carriers, an option that will no longer be available if the CARB prevails."

For more on this story go to *TodaysTrucking.com* and search the online news for TRU-related articles.

### Infrastructure

## Pop Goes the Wagon

Record-setting temperatures in southern Manitoba, accompanied by awkward thaw and freeze cycles, played havoc with provincial highways this year—to the point where stretches of Highway 75 from Winnipeg to the American border may have tricked drivers into thinking they were riding on train tracks.

The bumpy drive shook up a lot of truckers' kidneys and led many on a search for an alternative path, even on slightly longer routes. "Some of our drivers were reluctant to go down Highway 75," says Greg Arndt of Winnipeg-based Jade Transport Ltd. "They were going around the highway as much as they could even if it meant driving 15 or 20 minutes more to reach the border." The Trans-Canada from Winnipeg to the Ontario border had just as rough of

*continued on page 19*

### truck sales index

February 2006

CLASS 8	This Month	YTD '06	YTD '05	Share
<b>Kenworth</b>	559	1003	796	20.4%
<b>International</b>	468	941	1080	19.1%
<b>Freightliner</b>	448	909	1286	18.4%
<b>Peterbilt</b>	349	590	385	12.0%
<b>Volvo</b>	163	456	422	9.3%
<b>Sterling</b>	203	411	212	8.3%
<b>Western Star</b>	149	323	287	6.6%
<b>Mack</b>	148	295	281	6.0%
<b>TOTAL</b>	<b>2487</b>	<b>4928</b>	<b>4749</b>	<b>100.0%</b>



CLASS 7	This Month	YTD '06	YTD '05	Share
<b>International</b>	85	184	188	28.4%
<b>Peterbilt</b>	85	114	49	17.6%
<b>Kenworth</b>	42	97	56	14.9%
<b>General Motors</b>	33	69	88	10.6%
<b>Sterling</b>	33	62	38	9.6%
<b>Freightliner</b>	39	60	141	9.2%
<b>Hino Canada</b>	41	55	35	8.5%
<b>Ford</b>	8	8	12	1.2%
<b>TOTAL</b>	<b>366</b>	<b>649</b>	<b>607</b>	<b>100.0%</b>



CLASS 6	This Month	YTD '06	YTD '05	Share
<b>International</b>	50	97	86	44.5%
<b>Hino Canada</b>	29	48	26	22.0%
<b>Sterling</b>	25	29	3	13.3%
<b>General Motors</b>	9	19	97	8.7%
<b>Freightliner</b>	7	17	34	7.8%
<b>Ford</b>	6	8	6	3.7%
<b>TOTAL</b>	<b>126</b>	<b>218</b>	<b>252</b>	<b>100.0%</b>



CLASS 5	This Month	YTD '06	YTD '05	Share
<b>Ford</b>	199	345	301	46.5%
<b>General Motors</b>	127	227	170	30.6%
<b>Hino Canada</b>	59	117	113	15.8%
<b>International</b>	28	51	0	6.9%
<b>Freightliner</b>	0	2	15	0.3%
<b>Sterling</b>	0	0	0	0.0%
<b>TOTAL</b>	<b>413</b>	<b>742</b>	<b>599</b>	<b>100.0%</b>



### U.S. RETAIL TRUCK SALES

CLASS 8	This Month	YTD '06	YTD '05	Share
<b>Freightliner</b>	5293	11,620	11,319	29.3%
<b>International</b>	3868	7293	6866	18.4%
<b>Peterbilt</b>	2671	4761	3997	12.0%
<b>Volvo</b>	2588	4704	4088	11.9%
<b>Kenworth</b>	2201	4170	3595	10.5%
<b>Mack</b>	2140	4096	3136	10.3%
<b>Sterling</b>	1341	2367	1956	6.0%
<b>Western Star</b>	206	456	332	1.2%
<b>Other</b>	91	161	89	0.4%
<b>TOTAL</b>	<b>20,399</b>	<b>39,628</b>	<b>35,378</b>	<b>100.0%</b>



**Online Resources:** For more truck sales stats, go to [todaystrucking.com](http://todaystrucking.com)

Sources: Canadian Vehicle Manufacturers Association and Ward's Communication.

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a winter, but truckers taking a beating on their trek out east found there were far less options.

"All our drivers could do there was reduce speed and suck it up. I've heard a lot of complaints," Arndt said. Bob Dolyniuk, the Manitoba Trucking Association's general manager, says he's heard of loads falling off flatbeds and parts breaking loose off rattled trucks traveling on those two roadways. "People driving on Highway 75 were driving half on the shoulder to try to avoid the bumps," he says.

Much of the blame for the crumbling roads was pegged on "frost boils" affecting older concrete with an asphalt overlay. Freezing and thawing pushed up ridges across those parts of the highway, explains Lance Vigfusson, the Manitoba Department of Highway's manager of transportation services. Dolyniuk says that the frost boils simply exaggerate what are already deteriorated roads. "Highways 75 and 1 east of Winnipeg have been problems for quite a while," he says. Dolyniuk blames the sad state of the highways on the absence of sustainable funding for highway maintenance and repair.

In the most recent provincial budget, the government set aside \$130 million for highway repairs. That's \$29 million more than last year, but about half of what border state North Dakota has budgeted for road maintenance in 2006. Part of the Manitoba funding has been designated for a three-year program

to repair the worst sections of Highway 75.

"We are looking for federal funding to help with the Trans-Canada Highway repairs," Vigfusson says.

"The federal government has a responsibility to help pay for repairing and maintaining the national highway system."

Vigfusson notes that Prime Minister Stephen Harper mused recently about creating a national infrastructure program—a policy for which most provincial

**"All our drivers could do there was reduce speed and suck it up. I've heard a lot of complaints."**

trucking associations have been lobbying for years.

Peter Nelson of the Atlantic Provinces Trucking Association resides in a region where roads, especially in southwestern Nova Scotia, have also been badly battered this year. He too is looking forward to hearing about a national infrastructure program.

Not only is Nova Scotia's highway network plagued with potholes and cracks, but traveling in general is made more difficult because almost all the highways are two-lane routes compared to New Brunswick, where most highways are twinned, Nelson points out. "The lack of twinning and inadequate passing creates problems for transportation in general," he says.

—by Myron Love ▲

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# Agent of Change

**driver's side** Did your drivers get a \$20,000 raise last year? Jim Mickey's drivers did, and they'll likely get another this year, plus profit-sharing bonuses. By Jim Park

**K**nowing what the competition is up to is key to staying competitive. So here's a tip: there's an outfit in Surrey, B.C. that's breaking all the rules.

They put employees ahead of customers, followed by profits; they place a higher priority on drivers' needs than customers'; and they pay drivers for everything they do. They managed to grow by 500 percent in the past couple of years when many other fleets are downsizing due to lack of drivers.

Coastal Pacific Xpress Inc. is a Vancouver-based, 285-truck/575-trailer LTL and TL fleet competing in the food products and electronics sectors. The company offers irregular-route, scheduled, expedite, and JIT service with revenue for FY 2005 of \$71 million. Co-owner Jim Mickey predicts CPX will top \$100 million this year.

Last year it gave its drivers and owner-operators a 45-percent pay hike. Drivers who made \$50,000 last year will make over \$70,000 this year for the same amount of work, not including \$400,000 in profit-sharing bonuses paid out last year. Those increases cost the company more than \$3 million, but Mickey says he'll be upping the ante by a similar amount again next year.

Jim Mickey grew up in trucking, so he's more than familiar with the industry. He left in 1987, believing he had seen its better days. He came back in 2000, after having worked a dozen years outside

trucking, with a new approach. Says Mickey, "What were then trucking's biggest challenges are now its greatest opportunities: first, the impression that trucking is just a commodity, that anyone can do it; and second, that price is the only factor in carrier selection."

Realizing that premium service needs premium drivers, Mickey and his partner, Glen Parsons, set out to make CPX the employer of choice, focused on driver satisfaction—pay was just a part of the plan. They wanted a better work/life balance for the drivers, and they knew they



In the early part of 2000, Mickey says CPX was just like all the others in the marketplace, competing on price. They charged about the same and paid about the same. There was nothing remarkable about the company.

But the whole idea that trucking was just a commodity, that there was no difference between one guy and the next was simply unfathomable to Mickey.

"The guy who does it right can charge more," he told me. "At the end of the day, that's what determines a competitive marketplace. There are the premium providers who are charging more and doing more, and then there are the commodity guys who just beat themselves up trying to do the job for the lowest price."

needed to increase driver earnings to where a sustainable income was possible in a 200-hour, 10,000-mile month.

"Trucking has this ludicrous idea that we can get away with a cavalier disregard for a worker's time," he says. "That's not the way the world works. You wouldn't get away with the way we treat drivers anywhere else."

To that end, he pays drivers 30 bucks to cross the border, \$60 to load, \$35 for each drop, and \$250 for an overnight layover. He offers full pass through of the surcharges, and they take the time to explain how the surcharge mechanism works so it's completely transparent. They hide nothing.

How does he do it?

"Sure, trucking is price sensitive," he says, "and there's

a limit to what the market will bear." But in Mickey's analysis, the difference between a subsistence wage and a premium wage is about 10 percent to the top line. That 10 percent means a difference to the driver of about 30 percent. The consumer pays for it, the driver gets it all, and the whole exercise doesn't cost the carrier a penny.

The company motto is People—Service—Profits. The pair tend to the business in that order. It seems to be paying off, although Mickey admits that CPX isn't there yet. They're six months into a two-year turn-around plan that's seeking commitment from drivers and customers that will ultimately drive rate and wage increases while lightening the workload and improving his drivers' quality of life, and improving the level and quality of service.

He wants his drivers and owner-ops working no more than 10,000 miles per month for eight months out of the year. He'll coax 12,000 miles out of them during their peak seasons of early summer and pre-Christmas—and that's what is important to the customers.

At a time when the turnover rate in the U.S. is an appalling 136 percent, CPX is reporting 21 percent. Sounds like it's time to break a few more rules. ▲

A former owner-operator, Jim Park is the editor of *highwaySTAR* magazine. Reach him at 416/614-5811 or [jim@todaystrucking.com](mailto:jim@todaystrucking.com).

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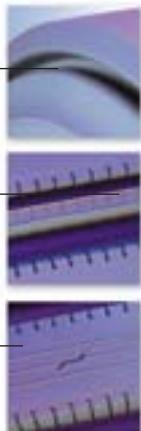
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## INSIDE:

- 27 **Mercuri on international audits**
- 29 **Taylor on paying yourself first**



**GOING FOR GREEN:** More fleets are targeting newly trained drivers.

## Steep Learning

**safety dept** *How one fleet custom trains its driving recruits.*

By Peter Carter

**I**t seemed an unlikely solution to the driver shortage but here's the thinking: Carriers who need drivers could provide financial help to wannabe truckers so the newbies could get top-notch training at very little cost to themselves and then the carrier would promise them jobs or contracts.

The first such three-way partnership, involving TST Truckload Express, Arrow Truck Sales and KRTS Transportation Services, even helped qualified graduates purchase their first tractor, on extremely inviting terms.

It's catching on. More and more fleets are realizing the benefits of hitching their tractors to schools to bring students along into the industry.

The latest of them is the bulk carrier giant Trimac Transportation. And the students who are smart enough to take advantage of Trimac's offer will bring rare and valuable experience to the industry—mountain-driving skills.

Andy Roberts runs the Mountain Transport Institute of Castlegar, B.C.

Roberts' course retails for about \$12,000, and Trimac will cover up to 73 percent of

the tuition for qualified candidates. After the student completes the inclass training, Trimac hires him or her and for the final four weeks the new driver gets paid an hourly rate to learn the finer points of operation.

Successful candidates are then offered jobs at Trimac. Roberts estimates that a graduate would be earning between \$60,000 and \$100,000 within a few years of finishing the program.

Roberts says this program is ideal for potential truckers who don't qualify for other government training subsidies such as EI.

"This is really exciting," says Roberts. "There are lots of people out there who would like to train but don't have access to the traditional sources of funding so can't afford it."

Also, Roberts says the mountain-driving part of his training school is an added bonus.

"Mountain driving is completely different and just because a guy is qualified to drive a truck doesn't mean he can handle the mountains."

"We don't teach a course in driving," he

## RAIDING THE FOREIGN LEGIONS

**F**inding new drivers is always an issue," says Kyle Harris of Winnipeg's 30-year-old Harris Transport Ltd. "They're out there—but we want to make sure we are getting good ones. That's why we hired Lubo.

He's talking about Lubo Todorov, owner of Winnipeg's Ideal Driver Training, and Todorov has his own ideas about where to find good drivers. He prefers looking for experienced truckers who've earned their stripes in places that mirror the Canadian experience. And, he expects to be bringing more than 130 drivers to Winnipeg by the end of the summer.

Todorov says he first researched the best countries for sourcing new drivers according to certain criteria, including familiarity with winter driving, experience with different geographical driving features, and eligibility to drive in the United States. He also expects a reasonable knowledge of English and some familiarity with North American equipment.

"The best sources, according to our criteria were Israel and Germany," Todorov says. He has found dozens of Russian-born Israeli drivers who've had experience trucking all across Europe.

Todorov tries to prepare his foreign-born prospects before they arrive in Canada. He provides the recruits with translated driver handbooks so that they can study for the tests they have to pass here before they can go to work in the industry. And he takes care of the immigration paperwork on behalf of the candidates.

—by Myron Love

says. "We teach a course in planning."

Roberts' school teaches the Earning Your Wheels Program, which was developed by the Canadian Trucking Human Resources Council to provide a recognized professional training program for the trucking industry. ▲



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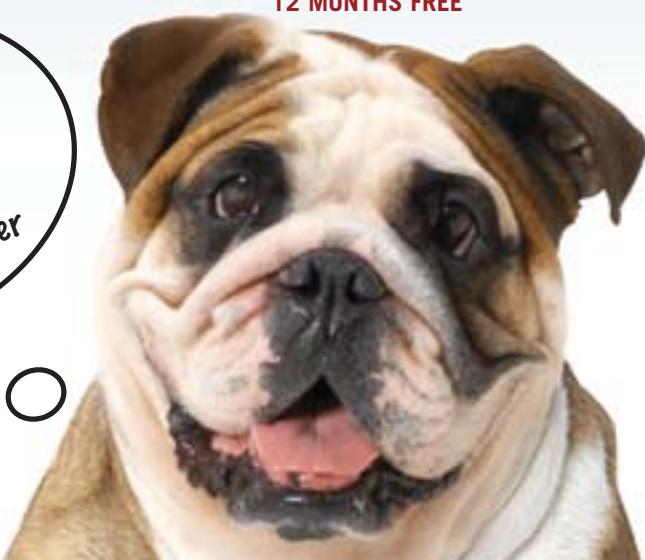
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# Great. Another Audit.

**safety dept.** Are you ready for a Canada Border Services Agency visit?

By Raymond Mercuri

I recently attended a seminar by Debbie Dent of D. Dent & Associates and she caught many by surprise by contending that most cross-border operators will be subject to a focused audit by the Canada Border Services Agency (CBSA) regardless of whether they are FAST-approved or not.

Canadian and American governments are working closely to ensure that all qualified goods, importers, carriers, and drivers are properly identified and documented. That means your business-management and records-keeping systems must meet regulatory obligations, and a CBSA audit is one way to enforce compliance.

A CBSA audit is conducted on-site at the carrier's premises and can last approximately three to five days. Among the items audited:

- Bills of lading
- Order numbers or unique carrier system numbers
- Billing invoices
- Cargo control documentation
- Company driver and owner/operator listings (including external driver service personnel)
- Equipment listing (owned and leased)
- Equipment usage report (domestic and cross-border)
- Dispatch records
- Accounts receivable
- Accounts payable

CBSA will want to know if you can establish a paper trail for all shipments carried under the Canadian Carrier

& Cargo Policy that's in place for the transport of international shipments.

So ask yourself these questions:

Do I have complete inventory control and a report of all cargo control numbers? How do I report freight overages and shortages? How do I report freight that may have ended up in the U.S. but was actually meant for domestic delivery? How do I report repairs that were made outside of Canada, whether they were planned or emergency repairs?

Ultimately, it's the carrier's responsibility to know "what's on board," and this includes accounting for the inevitable discrepancies that do occur in the normal course of business.

If that's not enough, CBSA will request a sample of records for your northbound shipments.

Now more than ever, it is critical that your drivers clearly understand their responsibilities when completing cargo documentation from pick up to final delivery. Signed PODs are critical for documenting deliveries to their final destination.

The best plan, according to Dent, is "to cross-reference your unique shipment identification number with the assigned cargo control numbers for all freight that you have carried and ensure proof of delivery for that same group is on file and easily accessible.

"You may want to be directly linked to CBSA through a release notification system.

without proof of release risks a potential \$1,000 penalty, and we've seen it add up much too quickly when reviewing a year's carried shipments."

Can you imagine what you might end up owing if you can't provide a POD for a high-value load?

CBSA auditors will also review your payables to identify foreign service providers, including any national accounts that you have established. CBSA will also look at your driver expense reimbursements.

There are two basic ways to report. You can leave it to your drivers to report to Customs at the first point of arrival, or you can participate in a carrier-controlled quarterly summary report.

Leaving it to the drivers means each invoice must be stamped by a Canada Customs officer and returned as part of a driver's trip information for records-keeping. Each failure to report is a potential \$100 penalty action against you.

Dent recommends contacting your local CBSA office for quarterly reporting approval.

As with all things trucking, non-compliance with regulations comes at a cost. There are 352 possible penalty actions and though not all of them are billable to the carrier, many are. So be proactive and prepared. ▲

Raymond Mercuri writes about safety and training for *Today's Trucking*.



## FOR INFO

Sources to check before the auditors arrive at the door:

[www.cbsa-asfc.gc.ca](http://www.cbsa-asfc.gc.ca)

[www.CustomsHelp.com](http://www.CustomsHelp.com)

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# Pay Day!

**big money** *Why owner-operators have to pay themselves a decent wage.*  
By Scott Taylor

**Y**ou wear a lot of hats as an owner-operator. You're the boss and an employee, the business manager and the guy holding the wheel, the chief cook and the bottle-washer. As the big cog at your operation, you deserve your fair share of grease, if you know what I mean. Then again, maybe you're intent on keeping your personal draw low so you can reinvest as much of your company's earnings back into the business.

Our owner-operator clients have different philosophies about personal compensation, but they all need to have one thing in common: the rationale behind their ideas—and remittances for Canada Pension Plan (CPP) and income tax—have to pass muster with the Canada Revenue Agency.

For years, many small-business owners and their accountants would wait until the year's accounting was done to determine the owner's actual drawings and then decide what amounts were to be shown as wages or dividends. Then a tax and CPP payment would be made on Jan. 15 to legitimize the T4.

Others would simply put the "wage" portion directly on their tax return as self-employed income. By showing their income as self-employed on their T1, they paid all the correct tax and CPP as though they were on payroll—assuming of course, that due to their share ownership they are not EI eligible.

Well, guess what? The CRA doesn't like either method any more.

Recent CRA rulings on the deductibility of management wages have focused on the timing of source-deduction remittances, specifically CPP contributions and income tax. CRA wants you to pay yourself a T4 wage and make monthly remittances due by the 15th of each month, as you would for any other employee. You do still have the option of paying

out a bonus, director fee, or dividend to yourself, but talk to your accountant about how to handle these correctly.

## AUDIT EXPOSURE

CRA auditors are actively looking at how whether you're complying. They look for inaccuracies by pursuing active businesses reporting income on corporate tax returns that do not have any T4 summaries filed. If they audit your file and the T4s have not been filed, they can disallow your meal claim and assess GST/HST on the wage paid to you from the corporation. They also can issue T4s

themselves and charge you late-filing penalties and interest. At their discretion, CRA may review previous years and assess penalties where

mortgage payment, property taxes, and other outlays. Add it up and multiply by 12 to cover the year. That's your annual personal income target, one you can use as the basis for estimating the tax and CPP you'll owe and send in one-twelfth of it each month.

**You do still have the option of paying out a bonus, director fee, or dividend to yourself, but talk to your accountant.**



T4s have not been filed.

Auditors also scan tax returns with self-employed income and use your SIN to find a matching business number registration. If they don't find one, you're going to get a call or letter and they'll be especially interested in your GST/HST administration. Remember, if you have more than \$30,000 in self-employed income, your business must be registered for GST/HST.

As I suggested last month, set your annual compensation according to how much it costs to run your household each month. Tally up your personal expenses,

To ensure that your payments are on time, you can pay your personal and/or business tax through your financial institution's telephone and Internet banking services. Of course, you can still use a bank teller on the due date, which is better than trusting Canada Post to deliver it on time. Depending on the financial institution, you may be able to future-date your payments. For that matter, you can mail CRA post-dated cheques.

CRA likes consistent reporting. Avoid the ups and downs, never miss a payment, and work with your accountant to set up a compensation plan that can satisfy your needs—as well as those of the taxman. ▲

Scott Taylor is Vice President of TFS Group of Waterloo, Ont. For more information visit [www.tfsgroup.com](http://www.tfsgroup.com) or call 1-800-461-5970



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# highwaySTAR

presents the 2006  
highwaySTAR of the Year  
**WINNER**



**HighwaySTAR of the Year** Terry Smith, accompanied by his wife, Roxanne. He's an owner-op with Highland Transport, she's a school teacher, and they live in Miramichi, N.B.



HighwaySTAR of the Year winner, Terry Smith, was presented with a cheque for \$10,000 at Truck World on Saturday afternoon. On hand for the ceremony were many of the sponsors of the contest, including, from left to right, Stew Knight of ArvinMeritor; Joanne Ritchie of OBAC; John Dennehy of Espan Heater Systems; Terry & Roxanne Smith; Brad Thiessen of Freightliner of Canada; highwaySTAR's Jim Park; Nevio Turchet of SelectTrucks Canada; and Bill Stewart of Chevron Global Lubricants.

The *highwaySTAR* of the Year contest is proudly sponsored by:

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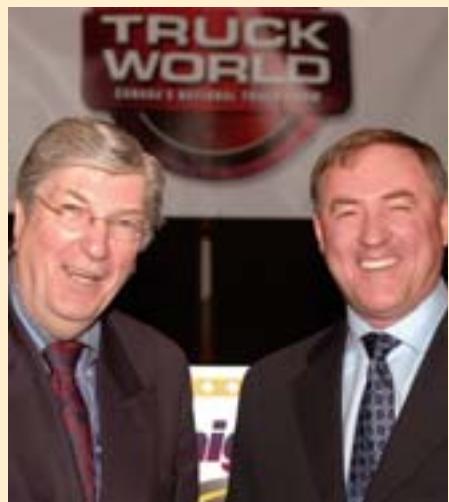


**ASSOCIATION SPONSOR:**



## Terry received:

- \$10,000 in cash
- Travel and accommodations for two to Toronto during TRUCK WORLD 2006
- An Espan Heater System
- Road-ready, trucker-friendly laptop from OBAC
- Special-edition leather *highwaySTAR* jacket with winner's name and *highwaySTAR* of the Year Award logo



Geoff Scott (left), Highland Transport's vice president of operations presents Terry Smith with a "token" of the company's appreciation at the *highwaySTAR* of the Year Award ceremony. Terry has been with Highland Transport since March 2003.

# The Man from Miramichi

**S**tanding up at the podium to collect his *highwayStar* of the Year honors at Truck World 2006, winner Terry Smith would not have looked out of place alongside the chairmen and CEOs of Canada's biggest trucking companies.

But take away the blue suit and Smith is all trucker—and proud of it. The 55-year-old owner-operator from Miramichi, N.B. beat out scores of strong competitors to take the prize on the strength of his 3.5 million-mile safety record, his outstanding people skills, his work in the community, and his stellar business skills that have turned his time behind the wheel of his truck into a very comfortable living for himself and his family.

He confessed to being a little nervous before taking the podium to accept the title, but any butterflies in his stomach were well hidden as he launched into his acceptance speech.

"Trucking's been very good to my wife and I," said Smith. "I started this 35 years ago and I drove for someone else for 10 years until my dad suggested that if I can make money for other people, I can make a dollar for myself. So I bought a truck and have been an owner-op ever since."

"Trucking's never been better as far as I'm concerned. It's been good to my family. I try to encourage people to drive a truck, buy a truck, and become an owner-operator because if you do it right, there's money in it and it's a good life."

Smith built his small trucking business from one used truck, buying on progressively shorter trade cycles, establishing equity in his trucks and using the value to trade up while keeping the payments down—a recipe for success that Smith tries to instill in younger owner-ops who seek his advice.

But Smith isn't all business. He has the work/life balance thing finely tuned to the point where he can take off several weeks of vacation every year—much to the delight of his schoolteacher wife, Roxanne.

"I've always been very proud of Terry. Today's been very humbling for me to realize that so many great owner-operators were nominated and that he rose to the top. It brought tears to my eyes," she said.

When Smith isn't chalking up the miles for Highland Transport, he's an active member of both the Masons and the Shriners back in Miramichi, and helps organize several community events throughout the year, including the Canada Day Parade, and a local music festival. His family hosts

several teachers and students who visit from China. As a family, they show the visitors all New Brunswick has to offer.

As a 35-year veteran of the industry, and an owner-op since 1981, Smith has plenty of advice for the youngsters, the most important being to ensure you pick a good company to start out with.

"Go drive for a quality company. If they don't have a good safety or maintenance program, or if they try to work you too hard, then go look elsewhere because you won't make it there."

"Some companies will take new employees and they'll run them hard, and they start thinking that's how trucking is, but that's not how it is. Do your homework. Be choosy about who you work for. Take pride in your job and the money will come."



## The Runners Up

Just try choosing one driver out of a hundred or more as the best in the biz. Needless to say, there were several who deserve at least honorable mention, so here are a few of the owner-ops who raised our eyebrows during the judging—in no particular order.

### David Bustinski

A small fleet owner out of Moosehorn, Man., Bustinski's philosophy is that he'd never ask a driver to do something he wouldn't do himself.

### Frank Wabro

Wabro's been trucking for more than 55 years, having started in Germany just after the war. After coming to Canada, he began driving for Kitchener's JM Schnieder in 1966, where he's been ever since.

### Dale Hadland

Hadland's a steel hauler based in Beachville, Ont. and a zealot when it comes to fuel economy. He's also a member of his carrier's safety committee.

### Ron Vielfaure

As a milk hauler from La Brokerie Man., Vielfaure's on-call seven days a week, 365 days a year. Ever mindful of the non-stop nature of the dairy business, he views his customers more as friends and business partners than customers.

### Larry Josie

Josie, of Keswick Ont., has been trucking for nearly 30 years but says the biggest step of his life has been going out on his own and working as an independent.

### Bruce Thomson

Thomson, a steel hauler from Waterford, Ont., is fanatical about cost, says wife Sharron, who claims his motto is "Keep the profit in the pocket."

### John Mercier

Port Rowan, Ont.'s Mercier has been spotted at roadside helping stranded drivers—both car and truck drivers, and has lent help and support at more than one accident scene.

### Jake Nuefeld

A small fleet owner out of MacGregor, Man., Nuefeld's a big believer in bonuses for good performance, and he doesn't hesitate to share the wealth with the drivers who go the extra mile.

### Ken Totten

Totten, of Welland, Ont., has been an owner-op since 1978, driving with the same company all that time—all with the same truck.

# T

he Chinese and Asian economies might be growing exponentially, but there's one place they can't compete.

As the Canadian-born-and-raised president of Freightliner LLC Chris Patterson told more than 300 trucking industry executives recently, "There's one thing the Chinese can't do.

"No way can they transport goods that are not on their continent."

The observation was textbook Patterson. Practical. Clear. Pointed.

And that pretty much describes how Patterson kicked off Truck World 2006, the biggest trucking-industry trade show in Canadian history. He addressed the opening-day breakfast by sharing his own brand of guarded optimism, but he wasn't afraid to fire pointed criticism where necessary.

When he's talking the future of our industry, Freightliner driver-in-chief **CHRIS PATTERSON** foresees obstacles in the road, but nothing the industry can't swerve to avoid.

BY TODAY'S TRUCKING STAFF



# OVER-SPEC'ING & OTHER UNDER-CHARGING TRUCKING WOES

This industry is going through one of its most interesting points in history, he said. Fuel prices are escalating, offshore manufacturing is reshaping our trade practices, and of course the driver shortage lingers like a bad flu.

Still, Patterson said, the industry has proven resilient in the past and is stronger than it has ever been.

"Years ago we watched these young kids that barely needed to shave make millions with these dot-coms and enterprise software [ventures], and we thought 'What the hell are we still doing in this business?'

"But 10 years later a lot of those guys are now doing our dry-cleaning and serving us pizza and we're still here. So there're

lots of things trucking's got going for it."

Patterson said it took a long time for the industry, including both manufacturers and carriers, to properly understand post-deregulation issues like capacity. "Deregulation had a profound effect on both Canada and the U.S. I don't think as an industry we handled it particularly well, and it cost us a lot of money," he told Truck World attendees. (Truck World is owned and operated by *Today's Trucking*'s parent company Newcom Business Media.)

Patterson wasn't shy about pointing out past mistakes by OEMs during the "dark days" either, including his own company, which in the mid-to-late '90s swallowed market share by flooding the market with

equipment, and—along with relaxed standards from leasing and financing arms—invited "truckers that shouldn't ever have been truckers" into an industry with extremely tight margins.

"Excess capacity was the bugaboo of the industry," he explained. "There were far too many trucks, far too many people in the business. Many of whom didn't know what they were doing."

Today, truckers and suppliers have clearly learned from their mistakes. "We now earn market share, we don't buy it," he said.

How then do we keep the industry healthy? For one thing, Patterson insisted that carriers have no choice but to keep passing rising costs of fuel and equipment



through to their customers.

However, rates can be pushed only so far, he said. So it's up to carriers to find competitive advantages in other cost-reduction practices. "If you are overspec'ing your vehicle or if one of your retention [strategies] is to let drivers run faster, you are going to be in a tough situation," said Patterson, who added that customers shouldn't be surprised if they start seeing non-fuel-efficient models and 600-hp-plus engine offerings fade away in the near future.

Another escalating challenge will be shoring up professional drivers—moreso in the U.S. than in Canada. Patterson said the "myth" that drivers can easily be lured with fancy equipment and lots of chrome has been debunked.

While decent equipment, as well as higher wages and better benefits, are part of the solution, Patterson said the industry will continue to have a shortage of qualified manpower until it improves its treatment of drivers and owner-ops. "Frankly, with some of the practices I've observed over the years, not just from

[carriers], but from shippers too, I'm not sure you could give good drivers Mercedes' and they'd want to go down the road."

"To keep drivers in the industry and get more drivers, you simply have to do more than just pay better," he said.

As for the "all-consuming discussion" surrounding the switchover to 2007 EPA-mandated emission regulations, Patterson is sure that the '07 EGR engines won't have any significant problems attached when they hit the market.

With over three million real-world miles tested on Detroit Diesel and Mercedes engines in this "fine-tuning period"—a piece of the puzzle denied to OEMs leading up to the '02 standards—Patterson said that the '07 transition will be much smoother than the '02 version.

"We're actually at the same level [with the Detroit Diesel Series 60] of fuel consumption with the new engines that we are with the 2004 standard. That was not an outcome we could have possibly predicted when we launched this program."

However, there are still some outstanding wildcard issues concerning the engines, admitted Patterson, namely the newly-added diesel particulate filter (DPF) and ultra low sulfur diesel (ULSD) required to run in the new engines.

While the fuel economy of engines

themselves are said to be at par with current models, the 15-ppm ULSD required will carry an energy degradation penalty between three and five percent. There are also some lingering concerns about ULSD's wide-scale availability in North America. (For more information on ULSDs, see "Fuel for Thought" by Marco Beghetto and "Filter Tips," by Rolf Lockwood, in *Today's Trucking*, April, 2006, or visit [www.todaystrucking.com](http://www.todaystrucking.com) and type ULSD in the search space.)

For carriers looking to sidestep '07 equipment by grabbing whatever is on dealer lots today, Patterson warned against massive pre-buying. "There isn't a lot of [manufacturing] capacity out there as there was in previous cycles."

"Be careful about making a short-term decision of deferring purchase cycles for a year or two because it may not be so easy to get trucks when you really need them in 2008 and 2009."

Truck World 2006 ran from Thursday April 20 through to Saturday April 22 at the International Centre in Toronto. ▲

### A MOMENT OF LOUD SILENCE

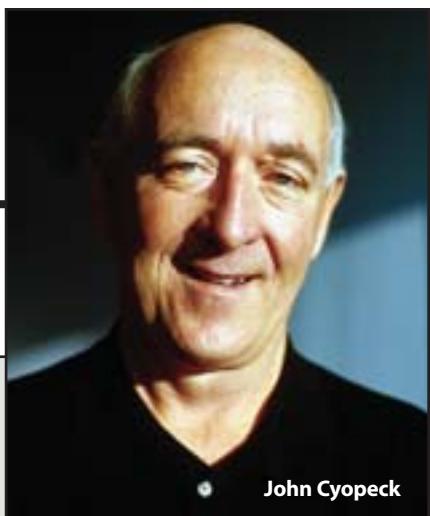
**T**he biggest truck show in Canadian history opened not with a ribbon cutting but rather a minute of silence.

A giant of the trucking industry had passed away days before the truck show took place at Toronto's International Centre, and before colleagues and competitors got down to business at Truck World, they paused and paid silent tribute to the late John Cyopeck, the CEO of Canpar Transport in Mississauga as well as the Chairman of the Canadian Trucking Alliance (CTA).

Mr. Cyopeck was 61 when he died of complications due to a brain tumor.

"He left an impact on all of us," said Rick Gaetz, president and CEO of Vitran Corp. in Toronto. "He was a guy you were proud to call your friend. He treated people the way he wanted to be treated, and he was consistent with it. And the way he lived his personal life permeated his business life."

For more on this remarkable man, visit [www.todaystrucking.com](http://www.todaystrucking.com) and type "John Cyopeck" into the Quick Search bar. Also watch for a story on Mr. Cyopeck in the June issue of *Today's Trucking*.



John Cyopeck



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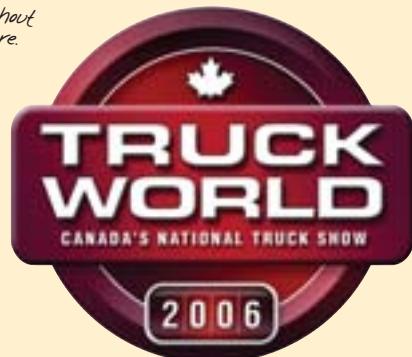
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Truck World 2006: Where the rubber met the road's scholars. Almost 20,000 visitors shared information, industry gossip and helpful hints.

On behalf of the "unsung heroes" of Canada's food-bank organizations, Canadian Trucking Alliance CEO David Bradley accepts a certificate of appreciation from Charles Seiden and Wayne Hellqvist of the Canadian Association of Food Banks.

Bill Baker in front of his Prize 1982 Peterbilt, which won the "Best in Show" prize. Visitors to Truck World voted for nine different show trucks placed throughout the International Centre.



# The Photo Gallery...



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# OLDDOGS NEW TRICKS

"I'll never," the owner-operator asserted, "ride on retreads."

To Harvey Brodsky, the managing director of the Tire Retread Information Bureau (TRIB), those are fighting words. So fight Brodsky did.

He took one look down from the podium and said simply, "if you don't do anything else, read this" and with that he thrust one of his retreading brochures into the skeptic's hand.

"Did you know that the adjustment rate on retreads is lower than that on new tires?" Brodsky asked.

The conversation started.

Turns out the owner-operator, who was just stepping away from a seminar on negotiating contracts at Truck World 2006, had had a bad experience with three new retreads a few years ago, and was thusly seriously soured on the concept.

Turns out further that retread technology has come a long way since then, Brodsky told him, especially with the advent of non-destructive testing, which allows tire recappers to x-ray tires before they're retreaded to ensure that the steel cords are not broken or worn out.

"It's the best thing to ever happen to the retread industry."

After a chat with Brodsky, the driver promised to reconsider his anti-retread vow.

The exchange (and change of heart) was only one of thousands of such informal and formal meetings to take place in and around Toronto's International Centre between Thursday, April 22 and Saturday,

April, 20. Over the course of those three days, 20,000 industry members explored the five hallways full of trucking equipment, services and expertise.

In addition to the booths and equipment display, Truck World attendees took advantage of the lineup of seminars and workshops, offering basically free professional advice for attendees.

For example, on Thursday, a trio of experts led by Ron Lennox of the Canadian Trucking Alliance (CTA); Tim Zehr of Erb Transport and Brad MacCallum of Kasar Canada answered questions about the new food-shipping standards, known formally as the Hazard Analysis Critical Control Point (HACCP) methodology. As MacCallum explained, it's a bit like ISO 9000 for food truckers, so shippers, carriers and food providers ensure their products arrive in proper condition.

Other seminars included:

- Advanced truck tire knowledge, presented by Michelin's Ralph Beaveridge;
- The new lubricants for low-emission '07 engines, presented by Amanda Damen of Petro-Canada; (The new oils will be required because the ash found in today's C1-4-quality lubes can plug diesel particulate filters);
- Ultra Low Sulfur Diesel fuel, presented by Ultramar's Lubes Manager Ross Munro;
- Finally, two seminars designed specifically for owner-operators—True Cost Per Mile and Comparing Pay Packages, as presented by *highwaySTAR* magazine Editor Jim Park. ▲

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SMART. STRONG.

## Thursday, June 15

9:00 am • Registration and Coffee

### 9:30 am • Seminar I: Engine & Fuel Requirements for 2007 and Beyond

A complete explanation of incoming (2007) emissions regulations, and the anticipated affects on engine performance, fuel consumption and associated costs. As importantly, you will hear what to expect in 2010, when even more changes will take effect. This seminar will help guide your equipment planning as we enter a new era of emissions control. In this seminar you will also hear about the requirements for ultra-low sulphur fuel and the anticipated affects on performance, supply and cost. And, a panel of engine manufacturers and fuel providers will discuss the new technology and respond to your questions.

11:45 am • Conference Lunch

### 1:15 pm • Seminar II: Drug & Alcohol Testing and The Human Rights Commission Rulings

The mis-information surrounding the rules for drug and alcohol testing in Canada is a source of much confusion for fleet managers. In this seminar the experts will explain the rules and the actual process of testing. You will also learn about relevant Human Rights Commission rulings and the affect they have on fleets that want to test. Get the facts, and get them here.

### 3:00 pm • Seminar III: Hours of Service Workshop

The new rules are coming! Transport Canada will conduct a full workshop on the Hours of Service regulations scheduled to take effect January 1, 2007. The workshop includes an inter-active session complete with practical examples and a Q&A period, all designed to help you train your drivers for operating under the new rules.

### 6:30 pm • Chairman's Reception and Dinner Evening

Join us at the 'Bootlegger's Ball' for dinner and an evening of classic, soul inspiring jazz featuring the fabulous Georgette Fry Trio in our very own prohibition style jazz/blues club. Here's what the Halifax Daily News says about Georgette Fry: *"With her luscious singing voice, she explores the soulful grey area between blues and jazz, where artists like Etta James and Ray Charles and Bonnie Raitt have staked their careers."*

## Friday, June 16

8:00 am • Registration and Coffee

### 8:30 am • Breakfast Seminar IV: The Coming Bird Flu Pandemic

Health Canada estimates that the coming bird flu pandemic will incapacitate up to 30% of drivers and other personnel in the commercial trucking community. Transport Canada will describe their plans for keeping essential goods moving, and the steps you can take now to contain the effects of the pandemic within your own operations.

### 10:30 am • Seminar V: Hiring Tools You Can Use

This seminar will feature three different and valuable assessment tools for both new-hires and existing drivers in your fleet. Learn how these tools can help you avoid hiring mistakes, and assist with meeting the training needs of your current drivers. Also presented for the first time will be the results of the PMTC's recent pilot project to validate a specialized tool for assessing driver aptitudes and attitudes.

12:15 pm • PMTC Awards Luncheon Reception

### 12:45 pm • Annual PMTC Awards Luncheon

Join us as we celebrate some of the very best in trucking with our annual awards ceremonies:

- Canada's safest private fleets will receive the PMTC - Zurich Private Fleet Safety Award in recognition of superior safety performance.
- The PMTC - Cancom Tracking Hall of Fame for Professional Drivers will welcome new inductees with many years of safe driving - truly the cream of the crop.
- The PMTC - 3M Canada Company Vehicle Graphics Design Awards, always a highlight of the conference, will salute creativity and imagination in vehicle graphics designs.

2:30 pm • Conference Adjourns



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# In Gear

EQUIPMENT NEWS, REVIEWS, AND MAINTENANCE TIPS

## INSIDE:

- 45 Hi-ho silver?
- 47 Lockwood's Products

**FULL SPEED AHEAD:** Cummins expects to be in full production of the '07 ISX by September.



with the new sub-systems for '07, namely, the exhaust aftertreatment system; a.k.a. the diesel particulate filter (DPF), a new electronic controller for the Holset Variable Geometry Turbocharger (VGT), and expanded memory and processing power for the ECM. Hardware modifications include a redesigned EGR valve and EGR cooler, and a coalescing filter to soak up the crankcase gasses. And that's about it.

Development of the '07 product began in September 2000—six years before production. By February '02, Cummins had decided on cooled EGR, after looking at several different technologies.

"In making the down-select to cooled-EGR, we focused on the total cost of ownership to the end user," says Steve Charlton, Cummins' executive engineer.

Computer-based design and engineering work allowed Cummins' engineers to focus on virtual prototyping to look at stresses, fuel economy, emissions, and performance without committing to expensive tooling. They didn't even build a working prototype until February 2005. Those Alpha engines spent many thousands of hours in the test cells before they hit the road in May 2005. Since then, they've accumulated 2.5 million miles across the product line.

Cummins is in what it calls the RAPid phase of testing now (Reliability, Assurance & Problem identification). They're running tests in various applications and duty cycles and soliciting customer feedback.

"We're looking at limited production by September of 2006, and full production by end of the year," Charlton says.

## ON-GOING EVALUATION

A small fleet of trucks are running 20 hours a day in two shifts over a short course of about 125 miles near the test center in Columbus, Ind., designed to challenge both the engine and the aftertreatment system. Trucks are exposed to a mix of two-lane roads, urban stop-and-go conditions, and a few steep grades. The trucks run five days a week,

## Road Ready

**road test** Cummins' ISX for 2007 is a more refined engine than its predecessors, but no less capable. By Jim Park

**N**othing shakes the customers up more than change. Cummins has steered clear of change with its '07 lineup, making only subtle modifications to the engine itself. You'll find a bit of new hardware hanging off—and behind—the engine, and some new ECM programming, but really, the red engines for '07 seem to be more of an evolution than a revolution.

Cummins is hanging its corporate hat on the fact that 2007 offerings are not substantially different from earlier models. When the Columbus, Ind.-based engine

maker launched its 2002 EPA-compliant ISX engines, they came with an uptime guarantee. Cummins saw only a handful of claims over the term of the promise, so with few modifications to the engine itself, Cummins is pretty confident that the '07 roll-out will go just as smoothly.

*Today's Trucking* got a sneak preview of the company's '07 engines in mid-March—an ISX and an ISM—and we're inclined to agree with Cummins' guarantee they're road ready.

Building on the 2002 platform, Cummins has been working extensively

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### CUMMINS ISX RATINGS FOR 2007

GOVERNED SPEED: 2100 RPM,  
PEAK TORQUE: 1200 RPM.

ISX 600 – 600 hp-1,850 lb ft  
ISX 550 – 550 hp-1,850 lb ft  
ISX 525 – 525 hp-1,850 lb ft  
ISX 500 – 500 hp-1,850 or 1,650 lb ft  
ISX 485 – 485 hp-1,850 or 1,650 lb ft  
ISX 450 – 450 hp-1,650 or 1,550 lb ft  
ISX 425 – 425 hp-1,650 lb ft  
ISX 400 – 400 hp-1,650 or 1,450 lb ft

#### ISX Smart Torque ratings\*\*

ISX 500 ST – 500 hp-1,650/1,850 lb ft  
ISX 485 ST – 485 hp-1,650/1,850 lb ft  
ISX 450 ST – 450 hp-1,550/1,750 lb ft  
ISX 425 ST – 425 hp-1,550/1,750 lb ft  
ISX 425 ST – 425 hp-1,450/1,650 lb ft  
ISX 400 ST – 400 hp-1,550/1,750 lb ft  
ISX 400 ST – 400 hp-1,450/1,650 lb ft  
ISX 385 ST\* – 385 hp-1,450/1,550 lb ft

\*Intebreak not available with this rating

\*\* Smart Torque makes the higher rating available in the top two gears only.

#### Maintenance intervals (normal service)

OIL AND FILTER—25,000 miles  
FUEL FILTER—25,000 miles  
COOLANT FILTER—50,000 miles  
COALESCING FILTER—75,000-100,000 miles  
PARTICULATE FILTER—200,000-400,000 miles

**TECH TRICKS:** The black box behind the blue air intake pipe is the coalescing filter. The tube running back toward the firewall off the air intake pipe is the EGR valve.

and are left idling all weekend long (52 hours at a stretch) to load up the DPF with soot.

The test route wouldn't seem grueling to an untrained eye, as most of what one might expect in testing a truck engine has already been done. High-speed operation and long hard pulls actually help with particulate filter regeneration, so Cummins is testing them under less than ideal conditions.

Back in 2001-2002, the engine makers were interested in durability testing. This time around, they're refining the aftertreatment system, which requires light loads, stop-and-go traffic, and modest speeds. That's where the engine runs cool, producing the least amount of heat. Since high exhaust temps are required for the passive regeneration of the particulate filter, this course was designed to load the filter up with soot as often as possible, while still giving the engine a bit of a workout.

#### STEERING & GEARING

The truck I drove came from Cummins' test fleet. It was an early-build International ProStar with a 13-speed transmission loaded to 75,380 lb. Under the hood was a 500-hp '07 ISX boasting 1,850 lb-ft of torque.

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**SOME OF THE PARTS:** The silver-colored unit below the coolant tap is the new turbo controller. The gray assembly tucked under the exhaust manifold is the EGR cooler.

The first obvious difference between the '07 and the '02 engines is the throttle response. Current users will be aware that upon applying a little throttle from a stand still, the engine just lights up. That's the VGT at work. The '07 has a tamer VGT, thanks to an electric controller. But that doesn't mean it's lazy. The turbo spools up more slowly, meaning there's a more gentle ramp-up of the power, making it a bit easier to shift.

When you give it throttle up in the higher gears, you can watch and feel the boost pressure climb, and it comes on like

gangbusters: 0-45 psi in about three seconds. That's motivation. And quick recovery after an upshift.

The DPF plays into how the engine feels too. I'm told it creates a higher level of back pressure than before, and that tends to bring the revs down pretty quickly between shifts. That means you'll have to shift more quickly. The upside is you lose less roadspeed between gears giving you faster overall acceleration.

While I haven't seen the torque and power curves for the engine yet, the torque curve feels noticeable flatter—a fact confirmed by Mario Sanchez, Cummins' heavy-duty product manager. What the driver feels is less of a droop in the "pulling power" as the revs fall while climbing a

hill. The engine feels distinctly stronger, which will please drivers to no end.

If you're running at the recommended 1,450-1,500 rpm, you have a comfortable margin between cruise and peak torque, and 1,200 rpm isn't the end of the world. I lugged it down to 900 rpm on one hill, and it was still pulling. Didn't keep it there for long; just wanted to see what happened.

Coolant temps remained low, I thought, for most of the trip, averaging below 180 F. We hit 210° on a couple of low-speed climbs, yet I couldn't hear the fan roaring away. That's a testament to the variable speed fan drive. It's always on to some degree, but turning at a speed appropriate to the demand.

We didn't get into fuel economy, and as we went to press, Cummins still wasn't talking about price, so I can't report on either. At press time, Cummins was not yet certain what indicators they might use to advise the driver of an active regeneration event, so I'm not sure if we experienced one or not on the trip, though Charlton says it's unlikely.

My seat-of-the-pants impression of the '07 ISX is that it's a better engine than its predecessor: more refined and just as capable—mostly a product of the new turbo controller. I believe drivers will be pretty happy with how it feels and pulls, and all the other numbers Cummins is throwing around the marketing literature—oil change intervals and the like—suggest it'll be business as usual when we tear December 2006 off the calendar. ▲

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# Now That's a Silverado

**showtrucks** All eyes were on this one-of-a-kind rig at MATS. By Jim Park

**T**he truck was found sitting for sale in a lumber mill parking lot. Asking price: \$2,800. Then Phil Langevin got hold of it and turned it into the only all chrome cab-over known to exist. He put it together for the Mid-America big-rig build-off at Louisville using custom fabricated chrome and



**MIRROR MIRROR ON THE TRUCK:**  
Langevin in front of his amazing creation.

stainless steel panels. The truck boasts a pair one-of-a-kind aircraft-hinge doors, that swing away and to the rear of the entrance. It's a tough one to photograph in a crowded setting because everything reflects off the truck. Visitors to Truck World got a close-up look at the thing, and few came away unimpressed. ▲



**SHINY SIDE'S UP:**  
And down and on the doors too.



# COMPETITION

(BUT THEN, WE HAD QUITE A HEAD START)



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## Today's Trucking

May 2006

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1 HOW MANY VEHICLES ARE BASED AT (OR CONTROLLED FROM) THIS LOCATION? PLEASE INDICATE QUANTITIES BY TYPE

TRUCKS \_\_\_\_\_ TRUCK TRACTORS \_\_\_\_\_

TRAILERS \_\_\_\_\_ BUSES \_\_\_\_\_

OFF ROAD VEHICLES \_\_\_\_\_

2 ARE ANY OF THESE VEHICLES ...

A. In any of the following Gross Vehicle Weight Classes?

Class 8: 33,001 lbs. GVW & Over  
Class 7: 26,001 to 33,000 GVW  
Class 6: 19,501 to 26,000 GVW  
Class 3,4, or 5: 10,001 to 19,500 GVW  
Class 1 or 2: Under 10,000 lbs. GVW

B. Refrigerated

Yes  No  
 Yes  No

3 DO YOU HAVE MAINTENANCE SHOP FACILITIES AT THIS LOCATION?  YES  NO  
How many mechanics here?

4 INDICATE YOUR PRIMARY TYPE OF BUSINESS:  
*Check ONE category only.*

- (A)  For-hire (Common & Contract Trucking)
- (B)  Lease-Rental
- (C)  Food & Beverage Production/Distribution
- (D)  Farming
- (E)  Government (Fed., Prov., Local)
- (F)  Public Utility (electric, gas, telephone)
- (G)  Construction/Mining/Sand & Gravel
- (H)  Petroleum/Dry Bulk/Chemicals/Tank
- (I)  Manufacturing/Processing
- (J)  Retail/Wholesale/Delivery
- (K)  Logging/Lumber
- (L)  Bus Transportation
- (M)  Moving & Storage
- (N)  Waste Management
- (O)  Other

5 DO YOU SPECIFY, SELECT OR APPROVE THE PURCHASE FOR ANY OF THE FOLLOWING?  
*Check ALL that apply.*

A. New vehicles & components

- 01 Trucks, Tractors
- 02 Trailers
- 03 Powertrain components (engines, transmissions, axles)
- 04 Vehicle systems (brakes, lighting, suspensions, cooling, electrical)
- 05 Tires, Wheels (new or replacement)
- 06 Vehicle appearance (paints, markings - new or replacement)

B. Replacement Components, Parts & Supplies

- 07 Replacement parts (filters, electrical, engine parts, brakes, suspensions, exhaust)
- 08 Major replacement components (engine, transmissions, exhaust)
- 09 Oils, Additives & Lubricants
- 10 Shop equipment and tools

C. Fleet Products & Services

- 11 Equipment Leasing
- 12 Computers, Software
- 13 Financial services, Insurance
- 14 Fleet management services (fuel reporting, permits, taxes)

D.  15 None of the above

\* ATTENTION TRUCK OPERATORS... YOU MUST ANSWER QUESTIONS 1 THRU 5 IN FULL.

\* NON-TRUCK OPERATORS USE BOX BELOW ONLY

### TO BE COMPLETED BY NON-TRUCK OPERATORS ONLY!!!

What best describes your basic business as it relates to truck/bus fleets?  
*(Check Only ONE)*

- MANUFACTURER (including factory branches) of trucks, buses, trailers, bodies, components, parts, supplies or equipment.
- NEW/USED VEHICLE DEALER/ trucks, tractors, trailers.
- HEAVY DUTY WHOLESALER/ components, parts, supplies or equipment.
- INDEPENDENT FLEET SERVICE/REPAIR SPECIALIST
- OTHER (Specify) \_\_\_\_\_



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## INTERNATIONAL'S PROSTAR STEALS THE SHOW

WORTH THE WAIT?

THE ALL NEW PROSTAR LOOKS LIKE IT.



The highlight of the Mid-America Trucking Show in Louisville, KY last month was the introduction of the new ProStar truck from **International Truck and Engine**. Built in Chatham, Ont., the ProStar borrows the drooping nose look of other recent International machinery but it looks as big and strong as it should.

The ProStar lineup, the result of five years and \$300 million worth of development, includes the standard ProStar, the ProStar Premium, the ProStar Eagle, and the top-of-the-line highway tractor, the ProStar Limited. It will replace the 9400 series and eventually the 9200 series as well. Initial production will be based on 122-in. BBC tractors with a high-rise sleeper configuration. The second phase of production will include additional BBCs and sleeper options.

International promises superior fuel economy plus ride and handling that will

beat the rest too. It boasts that the new truck will "revolutionize the class 8 on-highway market in North America."

With sculpted fenders, a sloped hood that also enhances forward vision, and streamlined cab and roof shaping, the ProStar is claimed to be aerodynamically efficient—four percent better than the competition, and nine percent up on its own 9400. After much com-

puter work and 1/8-scale wind-tunnel testing for basic shape development, full-scale testing was completed with a trailer attached. That revealed an eight-percent drag reduction improvement compared to International's previous best-in-class model.

International says it measured over 2,000 truck drivers to pin down the right ergonomics for the cab and sleeper. The seat, cab, and chassis suspensions have been integrated and tested to enhance ride and handling characteristics.

"We spent a lot of time with customers mining their maintenance records and discussing the top causes of downtime," says Tom Baughman, vice-president and general manager of International's Heavy Truck Group.

"Every targeted system improvement has been tracked." Internal test units were subjected to rigorous performance, reliability and accelerated durability tests to ensure longevity for long haul, regional haul, and bulk applications. Testing



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included for-hire carriers in diverse applications, geography, and climate. More than 25 production-validation tractors have accumulated more than six million miles of road testing since late 2004, including customer test units and internal test vehicles.

More than 60 efficient repair and maintenance features have been incorporated in the truck. For example, transmission replacement time has been reduced by 90 minutes; headlight bulbs and windshield wiper blades can be replaced by a driver or mechanic without tools; and the four-piece bumper allows maintainers to replace only damaged



Sleeper ergonomics enhanced

pieces rather than the whole bumper. And there's more to that bumper—it tilts out and away to provide a walk-in engine compartment and allow easy engine and underside access.

Shipments to dealers will begin in the first quarter of 2007.

See [www.internationaldelivers.com](http://www.internationaldelivers.com) or [www.internationalprostar.com](http://www.internationalprostar.com).

## KENWORTH OFFERS NEW T660

### ACCENT ON FUEL SAVINGS

**Kenworth** has unveiled its replacement for the T600, the new T660. Aimed at on-highway truck buyers with fuel economy and aerodynamics in mind, it will be available for delivery with the new 2007 engines late this year/early next.

The truck's advanced forward lighting system and grille are the most obvious signs of change. The new halogen projector low beams provide 40 percent more light down the road than a sealed beam lamp and last three times longer. An optional high-intensity discharge

configuration provides 75 percent more light and lasts 11 times longer than sealed beams, the company says.

The new grille is five percent larger to accommodate increased air flow and cooling performance for the demands of '07 engines, says Mike Dozier, Kenworth's chief engineer. Yet he says they were actually able to achieve an increase in aerodynamics and fuel economy.

Inside, there's a multiplexed electrical instrumentation system, GPS navigation system (standard with the Diamond cab interior and optional on the Splendor model), and a new driver's display with real-time fuel economy, ignition timer, on-board diagnostics, gear display, vehicle system configuration reporting, and an electronic alarm clock.

And then there's the new seating—



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proprietary seats with feature armrests that can be folded away behind the seat, providing an additional four inches of sleeper access between driver and passenger seats.

Kenworth also announced the introduction of a new T300 class 6 truck with 25,000-lb GVWR. It's equipped with air brakes and comes with Cummins ISB, ISC, or Caterpillar C7 engines. In conjunction with air brakes, Kenworth is offering a low-profile chassis with 19.5-in wheels and tires. Also available are 22.5-in wheels and tires. Hydraulic brakes are also optional.

Finally, Kenworth will offer a limited-edition W900 with special interior leather high-back heated seats and a



**Kenworth T660**

leather sofa bed with ultra-suede inserts. The Kenworth W900 'Pendleton' is available in both Kenworth's 86-in AeroCab and 72-in AeroCab Aerodyne sleepers.

See your dealer or visit [www.kenworth.com](http://www.kenworth.com).

## PETERBILT ROLLS OUT NEW LINEUP

### SAYONARA 379

**Peterbilt** has unveiled an all-new product lineup, complete with upgrades, replacement models, and even a handful of completely new aerodynamic and medium-duty trucks. The new "fuel efficiency lineup" represents "the largest product development investment in the company's 70-year history." The company may have felt compelled to overhaul its offerings because many current models have radiators and underhood compartments too small to accommodate new '07 engines. The new trucks will cost between \$6,000 and \$9,000 more due to the new motors and the cost of packaging them in a Peterbilt chassis.

The new 330 and 340 being built at



The new Pete 388 and 389 replace the 378 and 379 in 2007.

Paccar's plant in St Therese, Que., join the 335 in the company's medium-duty lineup. The lightweight 330 comes in a class 6 for GVW up to 26,000 lb. It can be spec'd with hydraulic brakes and low-profile tires to allow operation by a non-commercial driver. The 340 comes in 33,000-lb GVW. Both will be available this summer.

The new aerodynamic Model 387 day cab and Model 384, which join the 387 and the 386, round out Pete's aero truck lineup. The new 387 day cab, for tanker and regional-haul applications, is available in

medium and long-length BBC and optimized front-axle placement for maneuverability and weight distribution. The 384, with 116-in BBC and set-back front axle, is offered as a day cab or with the full range of detachable Unibilt sleepers. The truck allows 50 degrees of wheel cut and decreases turning radius by 12 inches.

The traditional Model 388 and 389 which replace the 378 and 379 respectively, retain Peterbilt's trademark design but improve on aerodynamic performance and serviceability. Both trucks have all-new hoods with anti-blow-down locking

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mechanisms, a new grille, and new fender reinforcements. Innovative headlamps and aero-style mirrors are said to provide greater visibility and reduce drag by as much as 40 percent. The new, lighter-weight cooling system accommodates higher-horsepower '07 engines. Both trucks also offer a fuel efficiency package—contoured roof fairing, oval shaped cab-mounted exhaust, aerodynamic air cleaners, and streamlined tool and battery boxes with contoured bumper and underbody fairings.

The vocational 367 and 365 take over from the 357 short-and long-nosed versions, both available with set-forward and set-back front axles. The 367 will also be available in a special heavy-haul configuration that features a high-capacity cooling system.

*See your dealer or visit [www.peterbilt.com](http://www.peterbilt.com).*

## KENWORTH OFFERS AIR DISCS

### REDUCED WEAR TOUTED

Bendix ADB22X front and rear air disc brakes are available on select class 8 Kenworth trucks. The company says they feature a mono-block caliper design that's more compact than two-piece caliper models. It also offers sealing that provides optimal protection from environmental elements, Kenworth says, plus a larger rotor that absorbs more energy, allows better ventilation, and is more robust overall than past air disc brakes.



Bendix  
ADB22X

"Air disc brakes provide reduced brake wear," says Mike Dozier, Kenworth's chief engineer. "The Bendix air disc brake's longer life may help eliminate one steer-axle brake reline for many linehaul customers. In addition, drivers have found disc brakes on steer axles improve the feel and control of the vehicle during braking."

Manufacturers predict more air disc spec'ing as a way to meet new U.S. National Highway Traffic Safety Administration stopping distance requirements for heavy trucks. NHTSA says that stopping distances for tractors can be reduced between 20 and 30 percent from current standards.

*See your dealer or visit [www.kenworth.com](http://www.kenworth.com) or [www.bendix.com](http://www.bendix.com).*

## WESTERN STAR SHOWS '07 MODS

### CHASSIS CHANGES

**Western Star Trucks** launched its EPA 2007 chassis and latest product enhancements recently. In order to accommodate the larger radiators required to cool '07 engines, engineers added a drop-front frame casting on all models so that they wouldn't have to

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imagination at work

\*Subject to all applicable conditions

## In Gear

make exterior modifications to the traditional Western Star hood and grille. Raised radiator configurations with integral front frame extensions and a front engine power takeoff are also available for vocational applications.

A 56-in asymmetric spring provides improved roll stiffness and better handling in turns while maintaining soft ride characteristics, and new steering gear and optimized geometry improve road feel, overall wheel cut, and turning radius. Western Star will also add an 18,000-lb steer axle to the option list.

Aftertreatment systems for 2007 offer both horizontal and vertical mounting with vertical tailpipes.

The lightweight 4900 SA with 123-in BBC is now available with a butterfly hood, and the 4900 FA with set-forward axle has also been updated with an optional single-piece hood. *See your dealer or visit [www.westernstartrucks.com](http://www.westernstartrucks.com).*

### VOLVO UNVEILS MID-ROOF SLEEPERS

#### SHORT BUT SWEDE

**Volvo** has two new mid-roof sleeper options. The VT 830 and VN 730 tractors provide application-focused alternatives to tall sleepers, differing only in height from the VT 880 and VN 780. The height at the rear of the sleeper for both new trucks is 86 in., a full 2 ft less than their taller brethren. Other dimensions haven't changed: all four



sleepers are 77 in deep and 95 in wide.

"The lower roof height on these trucks significantly improves aerodynamics," says Peter Karlsten, president and CEO of Volvo Trucks North America. "Yet even with the mid-roof height, a 6 ft, 4 in driver can stand upright between the seats."

The new trucks will be in production in the second half of 2006, but they can be ordered now with current engines or, for later delivery, with new EPA-compliant 2007 engines. All chassis and powertrain options available for the VT 880 and VN 780 are also offered on the two new trucks.

Volvo is offering several different bunk configurations for either model: a single 53-x-79-in bunk; two innerspring 53-in mattresses, which include additional underbunk storage capacity; dual bunks, with a 42-in lower bunk and a 32-in upper; or a single 42-in lower bunk.

VT 830 buyers get additional protection through the Platinum Protection

program—three years/600,000 miles or 10,800 operating hours, whichever comes first. It also comes with Volvo's proprietary two-way satellite communications system, Volvo Link, and the Volvo Link Sentry service for the 2007 model year.

*See your dealer or [www.volvo.com/trucks/na/](http://www.volvo.com/trucks/na/).*

### FREIGHTLINER'S NO-IDLE CLIMATE CONTROL

#### ENVIRONMENTALLY CORRECT

A new climate-control system—that will keep the sleeper cool or warm and works independently of the vehicle's main engine—will be optional in **Freightliner** Century Class, Coronado, and Columbia trucks. The Bergstrom NITE (No-Idle Thermal Environment) system, which weighs only 345 lb, was engineered specifically for long-haul trucks.

Controlled from the bunk, it consists of a rechargeable battery system that supplies electricity to a hermetically

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sealed air-conditioning unit and an auxiliary heater. It includes a 'smart' control system with electronic variable functions for comfort and power management. The engineered ductwork circulates air, providing a low-voltage cutout to safeguard the independent NITE battery and a status indicator to notify the owner when recharging is needed.

Powered by four deep-cycle batteries instead of the truck's electrical system, the



NITE air conditioner offers 3,500 BTUs of cooling capacity. It draws no energy from the truck's electrical system when the truck engine is off.

The diesel fuel-operated heater throws off 2,900 to 7,500 BTUs per hour, with the energy requirement to heat the sleeper area less than one-tenth of a gallon per hour.

See your dealer or visit [www.nitesystem.com](http://www.nitesystem.com) or [www.freightliner.com](http://www.freightliner.com).

## RACK & PINION STEERING ON FREIGHTLINERS

### LIGHTER TECHNOLOGY

**Freightliner Trucks** will begin offering rack and pinion steering as an option on Century Class, Coronado, Columbia, Classic, and Classic XL models later this year. The system, which increases control and responsiveness, is lighter and has fewer moving parts than the integral-gear steering used on most heavy trucks. The proprietary system also saves 45 lb. With fewer parts and pivot points, it offers more accurately controlled wheel direction, the company says. There are only two main components—the rack is a horizontal shaft with teeth, which intersects the pinion at a 90-degree angle; turning the steering wheel turns the pinion, moving the rack to the left or right, thus steering the wheels.

According to Jonathan Randall, director of product marketing at Freightliner, the idea came from company engineers working with Pikes Peak racer Mike Ryan, whose Century Class S/T race

truck uses rack and pinion steering.

"The lighter weight and extreme precision required to race up a 14,000-ft mountain are the same qualities needed



by on-highway trucks to increase payload and maneuver through traffic or in cramped loading docks," Randall said.

See your dealer or visit [www.freightliner.com](http://www.freightliner.com).

## CATERPILLAR'S '07 LINEUP

### ACERT-EQUIPPED

There are four models in the 2007

**Caterpillar** on-highway engine line—the C7, C9, C13 and C15—all equipped with ACERT technology. They'll be available

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## In Gear

to order beginning in fourth quarter 2006, and Cat says there will be no loss—and in the case of mid-range, a gain—in fuel economy.

The 7.2-liter C7 truck engine provides ratings of 190 to 300 hp at 2,200 rpm, with 520-860 lb ft of torque at 1,440 rpm. The C9 now provides heavy-duty power with increased displacement—to 9.3

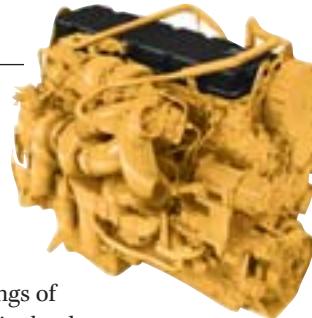
liters. Including a Cat integral brake, its ratings go from 285 to 350 hp at 2,100 rpm in truck trim, with torque from 890 to 1,350 lb ft. A new common rail fuel system optimizes performance and is claimed to increase fuel economy by up to four percent over previous models.

The new C13 is available in on-highway vocational and heavy-duty linehaul

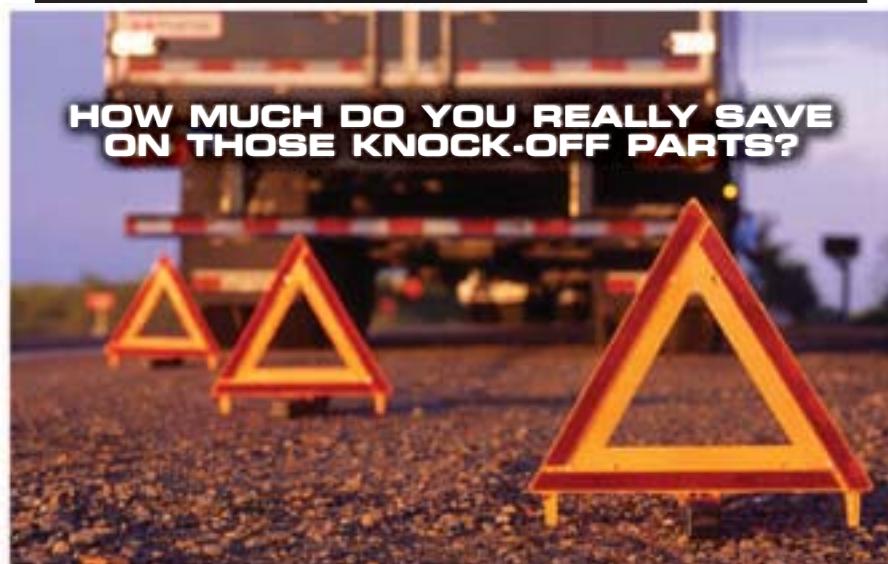
configurations. At 12.5 liters it delivers 1,150-1,750 lb ft of torque at 1,200 rpm, with vocational truck ratings of 305-370 hp and linehaul truck ratings of from 380 to 470 hp. Cat says the new vocational C13 will provide higher torque, better response, improved driveability, automatic transmission compatibility, and higher compression braking.

The 15.2-liter C15 can still be had with 625 hp and 1,850/2,150 lb ft of torque at 1,200 rpm. Other ratings start with 435 hp at 2,100 rpm, with torque ratings of 1,550-1,850 lb ft.

*See your dealer or visit [www.cattruckengines.com](http://www.cattruckengines.com).*



**Cat C15 engine**



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## SEVERE-SERVICE BRAKE PACKAGE

ROBUST FOR VOCATIONALS

**ArvinMeritor** says its new Meritor Severe Service Q Plus heavy-duty brake system, for vehicles that operate in harsh environments like construction and refuse collection, is designed to extend service life.

The SSQ Plus system consists of larger, more robust brakes along with upgraded bushings, seals, and hardware. Fleet testing on 30 refuse vehicles over a period of 26 months indicated time between



**Meritor SSQ Plus braking**

relines could increase from 2.3 to 13 months, a potential increase of over 500 percent. The SSQ Plus package will be available as an original equipment option on new vehicles and for aftermarket applications. Two truck manufacturers have already committed to the system and will make it available later in 2006.

*See your dealer or [www.arvinmeritor.com](http://www.arvinmeritor.com).*

## VANGUARD'S COMPOSITE-PLATE DRY VAN

### DESIGNED FOR EASY FIXING

With plate trailers having earned their place as the industry standard,

**Vanguard Trailers** is about to launch its premium VXP composite-plate dry van. The VXP features composite sidewalls—a foamed plastic core sandwiched between two galvanized steel cover



sheets—for improved strength and durability. Composite plates are said to be more structurally rigid than plywood walls, and more resistant to damage

## CANADIAN RELINER PARTNERS WITH BENDIX



**BENDIX SPICER FOUNDATION BRAKE LLC** has formed a strategic alliance with Ontario-based brake reliner **Gorilla Brake & Components Inc.**

The deal gives Bendix Spicer a stronger stake in the remanufactured brake shoe business, the company said in an announcement at the Mid-America Trucking Show.

**Gorilla Brake** will remanufacture relined shoes under its own brand as well

as for private label brands.

"With a focus on new and remanufactured brake shoes and kits, the alliance will be virtually transparent to existing Bendix Spicer," says Kishor Pendse, president of the company. "There will be no change to the ordering or delivery process as it has been established, according to the company." See [www.foundationbrakes.com/index.shtml](http://www.foundationbrakes.com/index.shtml).

while keeping maintenance costs to a minimum. Each plate is treated with a rust-resistant primer coat and sealed in a baked-on polyester finish coat for longer life. If damaged, the composite panels may be removed and replaced without affecting adjacent panels. No special shop tools are required. The composite side panels carry a 10-year warranty.

The VXP's composite plates are

attached to unique steel posts with rounded rivet heads for a smooth, snag-free interior sidewall. These inside posts on 48-in centers feature vertical logistic slots for added flexibility in loading. The front wall features five-post construction and the front top-rail is one-piece extruded aluminum.

Lighting is California- and Canada-legal Truck-Lite LED in a split harness.

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 Kitchener - Harman Heavy Vehicle Specialists Ltd.  
 London - A&M Truck Parts, Ltd.  
 Markham - Neudoerffer Truck Supply, Inc.  
 Mississauga - Neudoerffer Truck Supply, Inc.  
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 Ottawa - Malmberg Powertrain  
 Ottawa - Malmberg Truck/Trailer Equipment, Ltd.  
 Sarnia - Pinwood Truck Parts  
 Stoney Creek - Transaxle Parts, Inc.  
 Thunder Bay - Fort Garry Industries  
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 to request a **Guide to Parts & Service Locations**

Production of the new VXP trailer is set to begin in July at Vanguard's Monon, Ind. manufacturing facilities, alongside the VIP 4000 freight van and the MaxCube freight van.

See [www.vanguardtrailer.com](http://www.vanguardtrailer.com).

### DANA'S NEW GENTECH GEARS

#### QUIETER, SMOOTHER AXLES

A new generation of drive-axle gearing that reduces noise, vibration, and harshness has been introduced by **Dana**. 'GenTech' hypoid gearing, now available



as a production option, is a proprietary system utilizing the latest computer-aided design methods, premium manufacturing processes, tightly controlled heat-treat and material specifications, and advanced in-line testing, says Dana. Using advanced gear-tooth cutting machinery and new manufacturing equipment, the result is claimed to be "superbly matched" gear tooth positions. The automotive-quality hypoid axle gearing results in substantially quieter and smoother axle operation. GenTech gearing is available in Dana's newest Spicer S110 and S130 single-drive axles with weight ratings of up to 16,500 lb. Additional axle models will follow later in 2006.

See [www.dana.com](http://www.dana.com) and [www.roadranger.com](http://www.roadranger.com).

### LANE-DEPARTURE WARNING SYSTEM

#### HI-TECH SAFETY

**Iteris** now offers a second generation of its Lane Departure Warning system (LDW). It uses a windshield-mounted camera that tracks lane markings using image-recognition software and monitors the relative position of the

truck within the lane. If the truck crosses the lane markings, the system automatically emits a distinctive rumble-strip sound, warning the driver to make a steering correction.

The new LDW's proprietary software features: single-line tracking, meaning it requires visibility of just one lane marking, either center or side line; improved tracking to more accurately track lane marks through tight curves, thus improving false alarm rates; enhanced performance across a broader range of lighting conditions, including heavy glare; and warning volume levels can be modified for minimum/maximum impact.

See [www.iteris.com](http://www.iteris.com).

### GUNITE LIGHTWEIGHT BRAKE DRUM

#### LOWER TARE, LONGER LIFE

**Accuride** says its newest brake drum—the Gunite Optimum Lightweight Drum—is designed to be an optimum balance between durability and thermal capability, providing the performance of full cast drums but saving as much as 170 lb on a typical tractor/trailer combo.

"During two years of field testing, fleets reported longer drum life without increased lining wear," says Dr. Omar Fakhoury, Gunite general manager (the company is an Accuride subsidiary).



Gunite  
brake drum

Collectively, drum life expectancy was shown to increase by 50 to 75 percent for steer-axle applications, 20 to 50 percent on drive axles, and 20 to 40 percent for trailer-axle applications. Field testing also showed the new drums to be effective against brake drum "squeal" vs. lightweight shell composite brake drums.

See [www.accuride.com](http://www.accuride.com). ▲

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#### WEEKLY PUMP PRICE SURVEY / cents per litre

Prices as of April 11, 2006 • Updated prices at [www.mjervin.com](http://www.mjervin.com)

CITY	Price	(+/-) Previous Week	Excl. Taxes
WHITEHORSE	110.7	5.5	92.2
VANCOUVER *	101.5	1.3	69.8
VICTORIA	101.4	-0.5	73.3
PRINCE GEORGE	98.4	2.0	73.0
KAMLOOPS	99.1	3.6	73.6
KELOWNA	99.6	0.7	74.1
FORT ST. JOHN	101.4	0.8	75.8
YELLOWKNIFE	100.4	-2.5	80.7
CALGARY *	90.5	1.8	71.6
RED DEER	89.3	0.0	70.5
EDMONTON	89.5	0.4	70.6
LETHBRIDGE	92.9	0.7	73.8
LLOYDMINSTER	90.4	0.7	71.5
REGINA *	94.9	-0.2	69.7
SASKATOON	94.9	0.9	69.7
PRINCE ALBERT	96.7	1.0	71.3
WINNIPEG *	93.8	0.4	72.2
BRANDON	93.7	1.5	72.1
TORONTO *	96.2	0.7	71.6
OTTAWA	97.1	0.9	72.4
KINGSTON	97.2	0.3	72.6
PETERBOROUGH	97.9	2.0	73.2
WINDSOR	93.4	-0.1	69.0
LONDON	95.5		71.0
SUDBURY	98.9	2.3	74.1
SAULT STE MARIE	98.9	2.0	74.1
THUNDER BAY	97.7	3.6	73.0
NORTH BAY	98.2	1.2	73.4
TIMMINS	100.2	1.3	75.3
HAMILTON	95.4	0.3	70.9
ST. CATHARINES	90.8	0.7	66.5
MONTRÉAL *	105.3	-3.0	71.3
QUÉBEC	106.1	1.2	72.0
SHERBROOKE	105.9		71.9
GASPÉ	104.9	0.5	71.0
CHICOUTIMI	102.2	0.5	68.6
RIMOUSKI	103.9	-2.0	68.6
TROIS RIVIÈRES	105.9		68.6
DRUMMONDVILLE	99.4	0.5	68.6
VAL D'OR	105.6	2.3	68.6
SAINT JOHN *	107.6	2.4	72.6
FREDERICTON	109.3	3.6	74.1
MONCTON	106.1	1.8	71.3
BATHURST	105.4		70.8
EDMUNDSTON	104.9	2.3	70.3
MIRAMICHI	107.7	3.8	72.8
CAMPBELLTON	109.9	4.0	74.7
SUSSEX	103.9	4.0	69.4
WOODSTOCK	106.9	-1.0	72.1
HALIFAX *	102.1	1.6	69.4
SYDNEY	106.3	2.3	73.0
YARMOUTH	105.6	0.7	72.4
TRURO	108.2	3.7	74.7
KENTVILLE	106.4	2.0	73.1
NEW GLASGOW	106.6	1.7	73.3
CHARLOTTETOWN *	102.7		71.7
ST. JOHNS *	110.1	-0.1	75.2
GANDER	111.8		76.7
LABRADOR CITY	117.1	-0.2	81.3
CORNER BROOK	106.7	1.0	72.3
<b>CANADA AVERAGE (V)</b>	<b>97.8</b>	<b>0.4</b>	<b>71.0</b>

V-Volume Weighted

(+/-) indicates price variations from previous week.

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By Peter Carter

# It's Phone-In-Sick Season

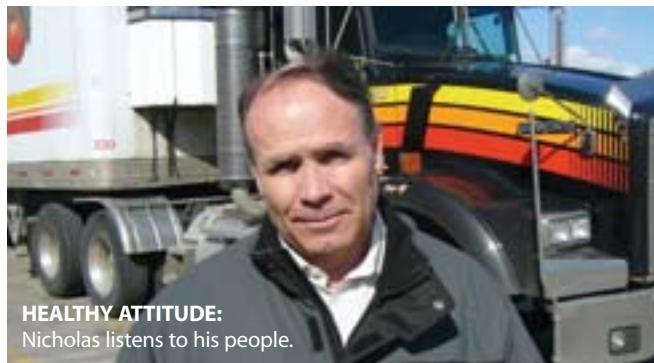
## How to make sure your people aren't out there lyin' on the beach?

**M**ylate mom was a nurse who could pretty well diagnose many medical condition ranging from appendicitis to pregnancy with a touch of her hand to a forehead.

My late dad had no medical training but was the world's best diagnostician when it came time to one specific ailment. Malingering.

Dad was a fleet owner. He and his brother had a bunch of mechanics, drivers, broom pushers, gofers, and hangers-on working for them and most of the workers were hard-slogging conscientious family guys willing to grab a wrench or rag whenever it needed grabbing.

The problem was, when it came to hiring guys who needed work, Dad was a pushover. So I think he had lots of the other kind, too. The phoners-in-sick. You know the type.



**HEALTHY ATTITUDE:**  
Nicholas listens to his people.

And that's why Dad's b.s. radar was always set on 10.

Malingering-detection is a very handy skill, especially at this time of year.

According to Google, British researchers have determined that for every degree Fahrenheit the temperature goes above normal, 2,000 more Brits "phone in sick" when in fact they're not really ill, they're just, as one writer put it, "lying on the beach." In some places, major sporting events take the same toll on workplace absences.

So, how does one know whether some guy phoning in sick is really telling the truth? And if so, how do you stop it?

Vagueness of ailment is often a clue. "I'm feeling kinda crappy" is nowhere near as convincing as, say, "I'm in emerg waiting for Dr. Kelly the fracture specialist to return with my scan results."

The person who reports in sick with a brief email or voice-mail before office hours has less credibility than the brave soul who actually calls and speaks to a real person, with his explanation of why he hasn't shown up.

One time I, rather a guy I know, got caught the day after the infraction. He stepped into the office and the receptionist said "Hi, you're back. Feeling better?"

And he responded surprised, with "Me? Feeling better?"

He'd forgotten he was supposed to be sick, and only then he realized how busted he was.

But easily, the best way to avoid these awkward, expensive, and embarrassing situations completely is to run your business so they simply don't happen.

Bob Gauthier is the founder and president of Seaway Express, an LTL operator out of Cornwall, Ont.

When I asked him if he had any malingering-spotting tricks, he told me it simply wasn't a problem. "The employees here must like what they are doing," he said, "since it really is never an issue. When we're having a company golf tournament and somebody's late at the first tee, we say he must still be at Seaway."

Jim Mickey's a partner in the Surrey, B.C.-based Coastal Pacific Xpress, which prides itself on its low churn rate, its profit-sharing plans, and the fact that earlier this year the company upped driver rates 45 percent.

I called him to ask about guys phoning in sick and he responded with "call me when you have a problem I know something about."

And neither, it seems, is skipping work a problem with the people who work with Bruce Nicholas, the affable but unflappable general manager of the Ontario Food Terminal; that beehive of a perishable-goods distribution center in Toronto's south end. When I talked to him he'd just emerged from a safety meeting—no insignificant committee—given the truck, forklift, and human traffic that lets his outfit handle more than five million pounds of food every day.

"Every member of the committee gets listened to, believe me," he says. "We have a loyal staff and each one of them feels like they're necessary pieces of the machine."

"You know what they say, you're only as strong as your weakest link."

Those are the common denominators.

Decent pay. Respect for your employees. Good atmosphere around the workplace. Trust. Making people feel needed.

Some people say a strong union is a sign of poor management. I'd say a high rate of malingering is, too. ▲

Peter Carter is the editor of *Today's Trucking*. You can reach him at 416/614-5828 or peter@todaystrucking.com.



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