

Economy Carriers Group of Companies Ltd.

1947 – 2010

*“Your character is what you do when no one is looking. It is driven by virtues like honesty, respect for others, reverence for the law and moral culpability.”*

Bob Siluch

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“Since 1947...A Family Affair” is one that we do our utmost to uphold.”

“If we operate without grandstanding, without prejudice, without selfishness, and carry an open mind, and a willingness to serve, we will create an opportunity to become real professionals”

“Our original family values of Respect, Integrity, Loyalty”

“We would have never made it this far, or be looking at such a promising future if it weren’t for all the employees, our family, who have contributed so much for so long, Employees are the backbone of the company”

“Commitment to listening to our people”

“We place a lot of emphasis on family”

“Working together as a team has been one of our major reasons for success of the company over the past four decades and for the reputation, we have earned within the trucking industry”

“They say you can always count on family...and right they are”

“It’s all in the family”

“Thanks to our family.”

President - Chief Executive Officer

Vice President - Chief Operating Officer



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The ECL Group of Companies • Transportation and Product Handling Specialists

Home Office

October 29, 1994

Dear Robert;

On behalf of management...welcome...and congratulations on becoming a permanent staff member of ECONOMY CARRIERS LIMITED!

Until now, you have been employed as a temporary staff member on a three month probation period. During this time, your supervisors have had the opportunity to evaluate you, your knowledge of the Company's policies and procedures and your job performance. At the same time, you have had the opportunity to evaluate the Company and its' merits where you are concerned, both now, and in the future. We trust that you understand and recognize the reasons for the probation period.

Your successful completion of the probation period is the result of the positive evaluations of each of us and that in itself is most encouraging. It is encouraging because working together as a team has been one of the major reasons for the success of The ECL Group over the past four decades and for the reputation we have earned within the trucking industry. Our motto: "Since 1947...A Family Affair" is one which we do our utmost to uphold.

You are now in a position to help us further promote our success and reputation with; a responsible attitude, teamwork spirit and the sincerity of your efforts. In return, the Company will provide you with fair monetary returns, an opportunity to participate in our Deferred Profit Sharing Plan and a secure future.

Again, I welcome you and your family to The ECL Group of Companies and wish you the best for the future.

Sincerely,

President







**SPECIAL  
COMMODITIES**

**ECONOMY CARRIERS LIMITED  
SPECIAL COMMODITIES DIVISION**

# **ATTENTION PROFESSIONAL DRIVERS**

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*How about a driving job that pays well  
and still allows for a quality life style?*

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*Are you a professional who is tired of running North  
America, tired of low pay, tired of never being home?*

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**ECL "Special Commodities Division" is the newly  
established freight division of Economy Carriers Limited.**

**Currently we are looking for 6 professional  
drivers who are interested in a positive change.**

**WE PROVIDE:**

- An opportunity to build a future with Canada's #1 transportation company
- An excellent wage and benefit package
- Profit sharing program
- Continuous employment that allows a quality lifestyle, that includes most weekends off
- A company committed to listening to our people

**YOU PROVIDE:**

- A good attitude, with the ability to be a customer oriented, team player
- Class 1 license
- Clean abstract
- Two years experience
- Willingness to work within the laws of the land, and the policies of the company

*To arrange for an interview please contact us in Edmonton at*

**(BETWEEN 0800-1700, MONDAY-FRIDAY)**





**ECONOMY CARRIERS LIMITED**  
"Specialists In Liquid Bulk Transportation"

# **DRIVER'S DAILY LOG**

**PRESCRIBED BY FEDERAL HIGHWAY ADMINISTRATION • U. S. DEPARTMENT OF TRANSPORTATION**

**CONTAINS:**

**DAILY VEHICLE INSPECTION REPORT • REGULATIONS • INSTRUCTIONS • MONTHLY LOG SUMMARY**

MONTH: \_\_\_\_\_ YEAR: \_\_\_\_\_

DRIVER: \_\_\_\_\_

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The ECL Group of Companies • Transportation and Product Handling Specialists

## DRIVER'S DAILY VEHICLE INSPECTION REPORT

- 2 Ply-31 Sets
- Detailed Vehicle Inspection Report
- Complies with the National Safety Code for Canada

Month \_\_\_\_\_ Year \_\_\_\_\_

Carrier \_\_\_\_\_

Head Office  
Address \_\_\_\_\_

Tractor/Truck No. \_\_\_\_\_



# THE ROADRUNNER



**I KEEP SEEING THOSE "PERFORMANCE REPORTS" ALL OVER THE PLACE. WHAT EXACTLY ARE THEY USED FOR?**

THESE FORMS ARE DESIGNED FOR REPORTING VARIOUS TYPES OF SAFETY, CUSTOMER SERVICE AND POLICY ISSUES. THESE CAN RELATE TO PUBLIC COMPLAINTS, COMPLIMENTS, TRAFFIC VIOLATIONS, AND ANY TYPES OF CONCERNS RELATING TO SAFETY, CUSTOMER SERVICE, OR ANY OTHER PRACTICES.

THE PURPOSE OF THE FORMS IS TO KEEP TRACK OF THE DIFFERENT TYPES OF ISSUES, DETERMINE IF THERE IS A CONTINUAL PROBLEM, AND DEVELOP A PLAN TO PREVENT PROBLEMS FROM OCCURRING IN THE FUTURE. THIS COULD MEAN CHANGING OR ADDING A COMPANY POLICY OR PROCEDURE, IMPROVING COMMUNICATION, OR CHANGING EXISTING TRAINING PROGRAMS. THE FORM IS ALSO A KEY COMPONENT IN ISO 9000 PROGRAM. IT'S A GREAT TOOL, BUT WE NEED EVERYONE TO TAKE THE TIME TO COMPLETE AND SEND THEM IN!

IF YOU HAVE A QUESTION YOU WOULD LIKE ANSWERED, PLEASE WRITE TO "ASK TAZ" AT:

HOME OFFICE.

## Driving is Top Job in Canada

You guessed it! Of the top 10 most frequently reported jobs done by men, truck driving is #1 in Canada. It is estimated that 222,800 people are currently employed in this capacity. This figure is up from third place from 5 years ago.

## Congrats Puzzle Winners!

Congratulations to and They are the winners for submitting the correct answers to the puzzles in the February and April Issues of the Roadrunner.

Thanks to everyone who sent us your entry. Keep your eyes open for more contests in the future!

## Back Injuries - What Do They Mean to You?

As a company, any increase to lost time away from work increases overall costs, however how does it affect you?

Since tracking our injuries over the past 41 months, back related injuries alone have taken 63 of you away from your work. 46% of the injuries have been attributed to handling equipment on and around your truck; 11% while driving and 16% due to a fall. 1804 days were lost which meant you had to cover for your co-worker while they recovered! We are sure that anyone with a back injury will attest, they don't want back problems or the slow recovery process associated with it. Many of you have required surgery. Some of you could not return to your profession.

*continued on reverse...*



Back injuries affect your family, your earnings are disrupted, and your regular routine is never quite the same. The things you took for granted...well you just can't do them anymore.

### Back Safety Tips...

Here are some back safety tips, from ECL's own resident physiologist!

As you can see from the statistics above, back pain and injuries are frequent among drivers. The following are the 3 most common reasons for back pain:

1. Poor posture while driving
2. Activities performed around the truck
3. Entering and exiting the vehicle

#### How does driving affect your back?

- Your risk of back pain is increased by 2 to 4 times if you routinely drive more than 30 km per day.
- Truck driving increases the risk of disc herniation (rupture) by 4 times.
- There is a direct link between vibration from a vehicle and low back pain, and as vibration is increased, so is tension, fatigue & pain.

#### How do back injuries happen?



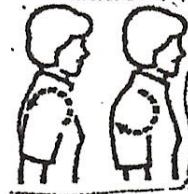
- Most injuries happen after years of accumulated stresses and strains from activities that you do on a daily basis. Very rarely do injuries occur due to a blow or fall.
- Back muscles tire quickly and become stiff and sore when the back is in one position.

#### Prevention

- Never jump out of the truck or off of the trailer. Use running boards and handles for support.
- Try using a small back rest like a rolled up towel for lower back support.
- Frequently adjust your seat angle to give your back a change of position.
- Try to get out of the vehicle every 1-2 hours.
- Avoid any twisting motions when lifting. Turn by moving your feet - not your back.

#### Stretches to do in and out of the truck

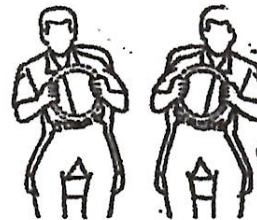
1. Shoulder Rolls - slowly roll the shoulder in both directions in small and large circles



2. Low back Arches - push the small of the back into the seat and then arch or roll the small of the back away from the seat.



3. Hip Shifts - shift your weight on to the right buttock, then to the left. Repeat 3 times and then sit with equal weight on both buttocks



4. Thigh Stretch - standing, place your left hand on your vehicle. Slightly bend the standing leg. Grasp your right ankle or pant leg with your right hand. Tighten your stomach and slowly bring your right foot towards your buttocks. Keep knees close together and point bent knee down. Hold and breathe then repeat on opposite leg.



5. Hip Stretch - stand a good distance way from the vehicle. Place your foot on bumper or running board. Back foot is pointing straight ahead and the back knee is straight. Keep your body upright and move forwards over the bent leg. Hold, breathe and repeat on opposite side.





SPECIAL ANNIVERSARY ISSUE

# **TODAY'S TRUCKING**

August 1997

THE BUSINESS RESOURCE FOR CANADA'S TRUCKING INDUSTRY



10<sup>TH</sup>

ANNIVERSARY

1987 - 1997





# The Driver Riddle

**Practical advice on hiring  
and then keeping  
the best drivers**

A special supplement  
sponsored by  
Rockwell Automotive

By the Editors of

**TODAY'S  
TRUCKING**



**LIBERTY**



# Doin' It Right in Edmonton



THERE ARE TENS OF THOUSANDS of truck fleets in Canada and every one of them is trying to deal with the driver-retention issue. No single firm has all the answers, but the 3-1/2-year-old Special Commodities Division (SCD) of Economy Carriers Ltd. (ECL) looks like it comes pretty close. Based in Edmonton, Alta., the division specializes in fragile, perishable, high-value, hazardous or other 'special' cargoes. It has 41 employees, 35 of them drivers, including a few owner-operators.

SCD's dedication to partnering with its drivers — they're officially called 'managers of mobile profit centres' — has resulted in an 'enviable retention rate of almost 100%. The details of how this small division has ceaselessly worked to make a good operation better can serve as a valuable set of guidelines for a fleet of any size.

"I don't think any company can be successful — whether it's in retaining your drivers or any other activity — if you don't have a strong sense of who you are corporately, and where you want to go," says the very inventive [redacted] manager of the Special Commodities Division. "Here, every January we have a meeting with all the drivers, where we sit down and decide collectively what goals and objectives we're

[redacted], right, with drivers [redacted], left, and [redacted] — who are officially called 'managers of mobile profit centres.' [redacted] manages the Economy Carriers Special Commodities Div. in Edmonton, where his recruiting, creative bonuses, and an appreciation for family life deliver a driver retention rate of just about 100%.

going to pursue that year to make the company more successful. By the end of that meeting, we've developed a seven- or eight-page document, which is then finalized and distributed to every single employee."

**N**ext to a well-thought-out corporate culture and philosophy, [redacted] says that recruiting is the key to ensuring that a fleet acquires talented, motivated and loyal drivers.

"Our recruiting process begins the moment a potential driver applicant phones us up," [redacted] explains. "We extract a lot more interpretations from that 'routine' inquiry than the caller might suspect — indicators of sincerity, abilities of self-expression, motivation, how they handle frustration.

"We never commit to scheduling a face-to-face interview on that first call. That has to be accomplished in a second



call from them, and here's the reason: if a person gets frustrated just in having to do that, then seven months down the road and a thousand miles from here, if a customer asks that driver to reposition his truck at the dock a bit, he'll probably show frustration or a bad attitude then, too. And that's not the kind of people we want in our family of drivers."

If an interview is arranged, the initial meeting runs about three hours and covers a wide variety of topics — the applicant's own story as well as the company's goals, expected performance standards (for everyone, managers included), and career-progression opportunities. Amazingly, an application form hasn't even been introduced yet. Before that happens, the would-be driver is told to go away for two days and think about whether SCD is the kind of company they'd like to work for.

**"We give prospective drivers our employee list, with home phone numbers, and invite them to ask questions about what it's like to work here."**

"We want them to make an informed decision," says [redacted]. "In fact, we give them our employee list, with home phone numbers, and invite them to phone any they might wish, to ask any questions about what it's like to work here. If they want to come into the terminal here and talk with available drivers face-to-face, that's fine, too."

Once hired, the new employee's education program begins — and it never stops

"We've modeled our company after a teaching hospital," says [redacted]. "Continuous education is a big part of our culture. Our cargoes — which include things like deadly phosgene gas — demand more of the vehicle operator than just pointing the truck up and down the highway safely, so we want to ensure that the driver's qualifications are equal to their responsibilities."

## Points Program

And how does ECL's Special Commodities Division assess and reward driver performance?

"Our recognition programs are based on a points system, and apply equally to the company drivers and our owner-operators," [redacted] explains. "We have a relevant staff member audit one or more of 17 different components of a driver's activity, every month. For example, if I'm a payroll clerk and I process bills of lading on a regular basis, I'll have a pretty good

of each driver's performance in handling that paperwork, so I'll audit that component. A dispatcher who's responsible for compliance would do the evaluation of the drivers in that

## Quality of Driver Life

IN ORDER TO OFFER the optimum quality of life for drivers, SCD locates its equipment as conveniently as possible for them — with parking and maintenance done at other carriers' yards in some cases.

"Most of our drivers are out three or four days at a time," [redacted] says. "We do run some teams, and they're gone 10 to 12 days. But when they get back, they routinely have four or five days off. We try very hard to let all our drivers get most of their weekends off, and I'd say that currently about 75% of our people are home for every weekend. And in the whole 3 1/2 years we've been operating, I can't remember a single time that we had to turn a driver down if they needed a day off for some special personal situation."

Although the term 'driver' is necessarily used in everyday conversation, [redacted] is dead serious when he says that the official title is 'manager of a mobile profit centre'. It denotes respect and better describes the job.

"When you think about the capital cost of that equipment — we run lots of Rocky Mountain doubles, Super-B flatdecks and tankers, and so forth, so trailers can cost over \$200,000, and maybe \$140,000 for the tractor — plus the maintenance costs, insurance, the impact of fuel economy on our profitability, the need for compliance fitness, and ability to affect our public image, you tell me what employee back at a desk at head office has as much influence on those critical factors as the guy or gal sitting in the cab of the truck?"



field, and so on. It's not just one guy sitting down each month and trying to grade every driver in every area."

Categories assessed include: top fuel economy; most improved fuel economy; number of customer complaints; accident-free driving; cargo damage claims; customer compliments; and so on. A driver gets either 100 points in each category or zero, with nothing in between. For the fuel-economy and customer response categories, a maximum of 200 points can be earned.

"We've designed this system to work effectively without huge amounts of time having to be spent each month," [REDACTED] says. "But if we find errors, we don't just assign a 'zero' and forget about it — we'll counsel that person on the problem and show them what needs to be done so they can get their hundred points the next time."

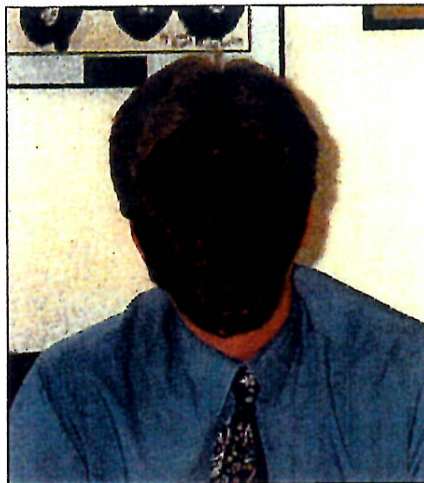
Each driver's points are totaled monthly and added to an 'account'. The company has developed a long list of rewards like dinner for two at top-quality restaurants, clothing, collectable model trucks, etc., and a driver can cash in some or all of his points at any time. The bills go direct to SCD; the driver doesn't have to lay out a cent.

There's also a yearly major award to the driver who's earned the most points: an all-expenses-paid weekend for two at a lodge in Banff or Jasper.

### **Talking It Out**

The goal of continuous education at SCD revolves around 'communication meetings' with all the drivers that last for about 4 1/2 hours every seven weeks on a Saturday. The company springs for breakfast, and each meeting has a specific theme that's advertised in advance. It's guaranteed that at least two-thirds of the meeting time will directly address that theme.

"When we plan special presentations at these communication meetings, the drivers create them themselves," [REDACTED] notes. "Whatever the theme is — some aspect of safe operations, often — a driver will have been given that assignment well in advance, and they do a great job researching the topic and presenting their findings."



**"You can't be successful if  
you don't have a strong sense  
of who you are corporately  
and where you want to go."**

"Another highlight of each meeting is 'Acknowledgments', the last agenda item, where we give public recognition to each driver who's received a customer compliment or achieved something else commendable. In advance of the meeting, the individual has usually already been given a letter of thanks and maybe a hat or jacket or some other kind of gift, but being publicly cited in front of their peers means a lot to them — even if they don't want to let on!"

The division also routinely takes a couple of drivers along on new-business sales pitches, so the prospective customer can meet some of the folks who'd be handling their freight. In late November of this year, a special annual get-together is planned in Edmonton where existing customers from across the country will be invited to Economy's offices to discuss what they like about the company's service and where they feel improvements could be made. During their stay, SCD drivers will serve as individual hosts, meeting the guests at their hotels and escorting them to the various meetings and events.

"We have from 10 to 15 drivers on our 'Host Team' each year, and they do an exceptional job," [REDACTED] reports.

SCD has also recently established a new payroll system, and in it a driver can earn up to 4% of his wage as a performance-based bonus. The assessment here is different from the gift-points program. Half of the bonus can be earned based on timeliness of deliveries (trip by trip), and the other 2% can be earned from personal appearance and other customer-relations factors.

"Our drivers gross anywhere from \$42,000 to \$55,000 a year," [REDACTED] says. "As with many things, the exact result depends on individual motivation and ability."

Wrapping up the whole program in one final observation, [REDACTED] says driver turnover has been virtually zero since things settled down after the initial start-up in 1993.

"We'll always be working towards making this operation an even better, more efficient and more pleasurable place to work — but I think the facts show that we've developed a team spirit and recognition system that gives drivers the empowerment and respect they should be getting everywhere." ♦



# The Whole Picture



Some of the driver crew at the Economy Carriers Special Commodities Division in Edmonton – a family of drivers who almost uniformly say that 'respect' is the single most important element in building driver loyalty.

WHILE INDIVIDUAL CIRCUMSTANCES will dictate the best driver policies for any given fleet, it's obvious that there are several universal keys to creating loyalty within your driving team. We won't review them all; instead, we'll let Liberty Linehaul's [redacted] wind things down with these wise words:

"Our industry needs much better entry-level apprenticeship and training programs than are the case at many carriers," he says. "If people start off the right way, they'll be more likely to hang in for the long term." Unfortunately, a lot of fleets seem to feel that if they just pay their drivers well and have a summer picnic and a Christmas party, that's all they have to do:

"But the issues that affect driver morale are a lot more complex than that. When you see a driver leave a \$55,000-a-year job to take a \$40,000-a-year job, just so they can have regular hours and more time with their family, you know there's still work that needs to be done in this industry."

A few almost-last words. You'll notice that we haven't mentioned trucks very much at all. It seems obvious that company drivers would prefer to drive glitzy tractors with hundreds of horsepower, if all else were equal. But that's pretty clearly not what attracts them to a fleet or convinces them to stay. At least it's not on any list we could find, nor was it mentioned by anyone we interviewed, though a well maintained vehicle was seen to be very important in many cases. It's the softer issues

that truly make a difference, as you'll read below.

The very last words go to seven of the professional drivers working at the Special Commodities Division of Economy Carriers in Edmonton. They were asked what factors would (or have) induced them to either stay at a carrier or quit. In every case, the lists provided by veterans [redacted] (34 years driving experience), [redacted] (16 years), [redacted] (12 years), [redacted] (19 years), [redacted] (15 years), [redacted] (26 years) and relative rookie [redacted] (8 months) itemized a lot more reasons to stay than motivators to leave.

The striking thing about their cumulative comments was one common thread: respect. In almost every list, one of the 'reasons to quit' was a comment on how carrier management didn't give drivers any respect and appreciation. On the flip side, the 'reasons to stay' reflected all the good things that grow out of mutual respect: things like decent, fair and equal treatment for all; enjoyable co-workers; a healthy, friendly atmosphere; open lines of communication among all staff; consideration of home life; and opportunities for advancement. Pay and benefits were mentioned in a few lists, but were clearly not the main motivators.

That's more than 120 years of professional driving experience speaking.

And the message is loud and clear. ♦



# THE ECL GROUP OF COMPANIES



**Yesterday  
Today &  
Tomorrow**





# The ECL Group of Companies

## Transportation and Product Handling Specialists

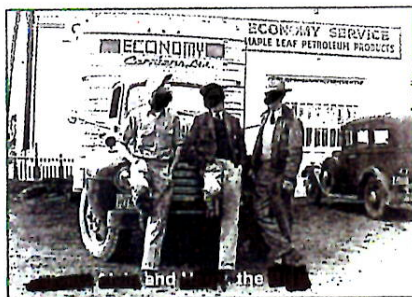
**“We’re proud of our heritage as an Alberta company and proud of the 500 Albertans who work with us.**

**Economy Carriers was founded in the 1940s and has grown dramatically over the past 47 years, but we’ve never lost sight of our original ‘family’ values of respect, integrity and loyalty.”**

— [REDACTED], President,  
ECL Group of Companies

In 1937, Economy Feed and Transfer was a small feed and fuel operation owned and operated by [REDACTED] in Jefferson, Alberta. [REDACTED] was the bulk fuel agent for [REDACTED] Petroleums, a supplier to United Farmers of Alberta. He used a flat-deck, one ton truck to deliver feed and fuel. Whenever [REDACTED] was called upon to make fuel deliveries, he would strap small tanks and barrels on to the deck of the truck, load them and then make his deliveries to farm yards, unloading into 45-gallon drums.

When World War II ended, [REDACTED] three brothers-in-law, [REDACTED], [REDACTED] and [REDACTED],

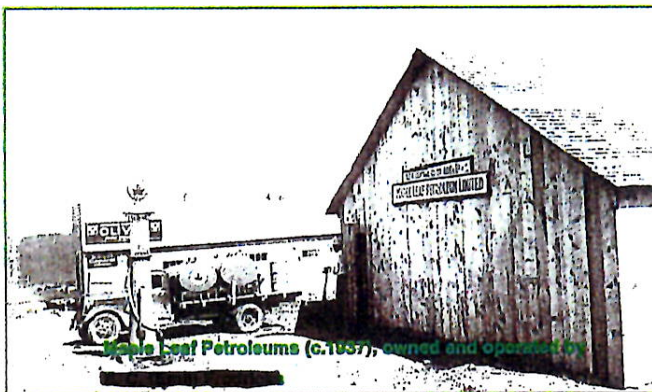


returned from the Armed Forces. The foundation of a successful business was laid when the four decided that trucking offered them a promising future. Economy Carriers Limited was established in 1947. [REDACTED] became manager, [REDACTED] and [REDACTED] drove a fuel truck from Calgary to Cardston and [REDACTED] drove the freight truck.

Between 1949 and 1952, Economy's fuel trucks operated from facilities leased from the U.F.A. at [REDACTED] and [REDACTED] in Calgary (where the [REDACTED] now stands). The freight trucks operated nearby from [REDACTED] Truck Terminal at [REDACTED] and [REDACTED].

In 1952, Economy Carriers and the U.F.A. were drawn closer together, when the refineries in Calgary opened and the U.F.A. reassessed their fuel distribution system. In a move that asserted their faith in Economy Carriers, U.F.A. awarded the company an exclusive contract for hauling the total petroleum volume south of Red Deer.

This increased volume of business required new facilities. Fortunately, [REDACTED] had decided to relocate, so a new [REDACTED] Truck Terminal was built on [REDACTED] Road,



jointly operated by [REDACTED] and [REDACTED]. [REDACTED] also continued to manage ECL's freight operation. When [REDACTED] and [REDACTED] decided to move their fuel operation to an adjacent lot, Economy Carriers began operating from their own facilities.

Later, [REDACTED] moved the company's head office from Cardston to Lethbridge, leaving their first driver, Charlie Quinton, in charge of the Cardston agency. In 1964, [REDACTED] was joined by his son, [REDACTED], in the Lethbridge office. The remainder of the Sixties saw the company grow progressively in the movement of refined petroleum products, while they gradually divested the freight runs.

In 1967, Economy Carriers looked at the gas processing plants which were being built throughout Alberta, as well as the subsequent production of liquefied petroleum gases (LPG) such as propane and butane. With a distribution ratio of three gallons in the winter to one gallon in the summer, LPG offered a perfect balance to counter the opposite ratio of refined petroleum products. The opportunity was there and Economy was poised and ready to move into the LPG market. Soon after, the company moved into the anhydrous ammonia market, further improving the year-round utilization of personnel and equipment.







We realized we had to remain focused because we knew trucking best, so we made a conscious decision to diversify. Our feeling was, if we had enough revenue streams flowing into our company, margins could be controlled better and market fluctuations could be tempered. As well, we believed that we could truly add value to our trucks that would ultimately benefit our customers."

"We saw opportunities in the upstream energy market," says [REDACTED], "in crude oil, condensate and chemical movements. We also recognized potential trucking opportunities in the environmental business, as new regulations dictated proper disposal and recycling of wastes from industry."

"There was another important factor at the time," explains [REDACTED]. "The quality of people we had working here provided a wealth of experience and knowledge to draw from to plan a diverse group. In all honesty, we didn't realize back then that the company would be the size it is today, but it's great because it provides our people with career path choices. If, for example, a driver is tired of highway driving, we can offer the opportunity to do city work on our vacuum trucks. If a driver has sales ability, we offer sales opportunities. This concept is working very successfully, opening up new channels and challenges for individuals. And, as an added bonus, we find we can attract more talented and dedicated individuals to our corporate team."

## UFA & ECL - Working Bringing you the finest in farm





At present, the ECL Group of Companies consists of Economy Carriers Limited, Wells Cargo Oilfield Services Ltd., Freeman Trucking, Alberta Road Management Ltd., Alberta Reclamation Management, Environmental Waste Management Ltd., Hazmat Transportation Services Ltd., A-1 Septic and Pumper Services Ltd., Trivac Waste Systems Ltd., Starfield Terminals, and Priority Personnel Inc.

█████ adds, "Each company operates independently, but there is a great degree of "crossover". Our Companies contract work to one another, shipping their freight and products through Economy Carriers.

Personnel can be transferred from one company to another and equipment can be utilized to its maximum potential. We are truly an integrated Group of Companies."

The ECL Group operates 215 power units, and 400 specialized trailers. Equipment includes more than 100 specialized service units, such as hydroseeders, farm tractors, spray units and product rescue pump units. More than 500 Albertans work for the ECL Group of Companies.

Bases of operations are located throughout Alberta, with the head office in Calgary and branch operations in Acadia Valley, Alliance, Consort, Edmonton, Fox Creek and Rycroft.

Says █████: "We believe that the whole of our organization is greater than the sum of all its parts."





*"Teamwork is the key"*

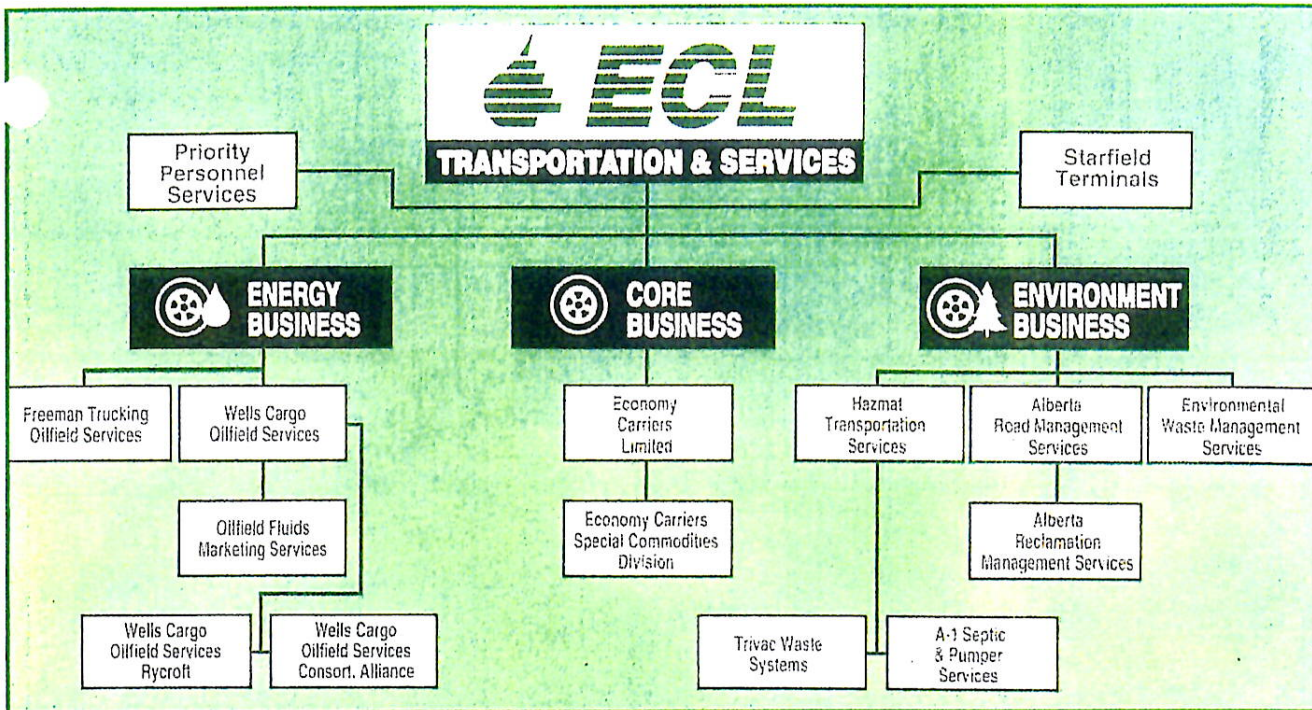


visits local trade shows and community groups



ECL is proud of their partnership with the people of UFA

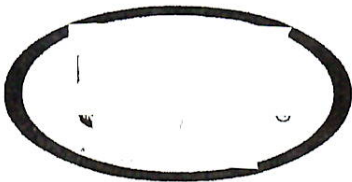




WE ARE PROUD OF OUR ASSOCIATION  
WITH **THE ECL GROUP OF COMPANIES**  
AND BEING ABLE TO CONTRIBUTE TO  
YOUR OUTSTANDING RECORD OF SUCCESS.

**~ CONTINUED SUCCESS ~**





"World's Most Trusted Retread"

..., supplier  
of Retread tires to  
the ECL Group of  
Companies.

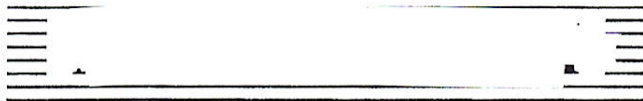
*Serving Western Canada with over 135 locations.*

Oilfield Equipment rental specialists - supplying you  
barrel storage tanks to Wells Cargo Oil Services.

"Proud to be working together with this integral  
member of ECL Group."

## ***Congratulations and Best Wishes for Continued Success!***

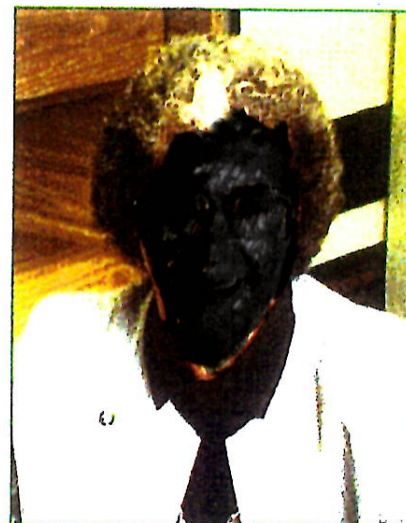
From the staff at:



### **"Authorized Distributor of The Argo/Kienzle Products"**

- TACHOGRAPHS
- TACH CARDS
- WEBASTO'S
- FMS ON BOARD  
COMPUTER

**FOR SALES & SERVICE CALL:**



### **Priority Personnel Inc.**

**P**riority Personnel exemplifies the qualities that make the ECL Group unique. Everyone who works with any of the ECL Group of Companies is employed and paid by and derives employment benefits from Priority Personnel. This not only streamlines accounting functions, it makes transferring people from one company to another simple and straightforward, whether for a short-term, temporary assignment or a long-term career move. Priority Personnel provides an in-house talent pool, that gives everyone the possibility to work to the best of their abilities. "It also acts as a unifying element that pulls us all together," notes [REDACTED].

Priority Personnel assists in leveling our seasonal employment fluctuations. "When I started with the company in 1978", says [REDACTED], Director, Human Resources, "we had seasonal hires and layoffs. With diversification and the flexibility that Priority Personnel gives us to move people from within, we can provide secure employment to our people year-round. It was a good feeling in the 1980s, when other companies were closing their doors or cutting back, to be able to discuss our future with a new employee with complete confidence."

██████████  
Director, Human Resources

██████████ continues, "People are our greatest resource. We strive to provide career opportunities, not just 'jobs'. This philosophy goes back to when the company was first formed on the basis of our family values and family involvement. I feel we've maintained the 'family feeling' even though we've grown dramatically in size.

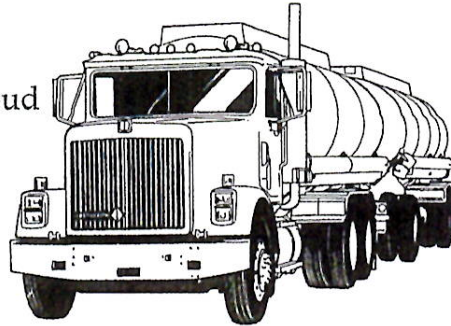
"We firmly believe individuals should try to work themselves out of a job. If they do, and we don't have room for them, it's our responsibility to help find positions for them outside the company so they can continue to expand their talents. Having said that, we haven't lost many people because we've grown enough to fulfill most needs.

██████████ continues, "We place a lot of emphasis on the family. Our people are encouraged to think not only of a long-term future with our company, but of future jobs for their children within our organization. We encourage people to work a little bit harder, instead of jumping from company to company -- to stay with our Group and build a future. In 1988, we had 150 employees; we now have more than 500. When many companies were cutting back and laying off, we were growing. Looking back, we feel very proud of our accomplishments."

Committed to the role we play  
in our customers business.



"We at  
██████████ are proud  
of an opportunity to  
move forward with  
the ECL Group of  
Companies."



## Proud to Supply Quality Tank Trailer Equipment and Service.

*Equipment with Specs Appeal*





### *In Conclusion*

Over 50 years ago, the seeds were planted for this thriving Alberta-based company.

Dedication, innovation and motivation by two generations of the [REDACTED] and [REDACTED] families,

through good times and bad, have created the Economy Carriers Group of Companies as it is today. Long term business and financial relationships have been developed and maintained throughout, some being in existence since the company was first formed.

"Excellence is not a destination for us", concludes [REDACTED]. "It's a process that must be continually improved. We've come a long way based on this philosophy and know that the best is yet to come. We consider change to be a positive process that, combined with our standards for excellence, our winning team and long-standing relationships, will pave the way for many more opportunities and our continuing success. We, the ECL Group of Companies, look forward to the challenges ahead."



[REDACTED] IS PROUD  
TO BE ASSOCIATED WITH THE GROWTH AND SUCCESS  
OF ECL GROUP OF COMPANIES LTD.

June 10, 1994

Michelin Tires Canada Ltd.  
[REDACTED]  
[REDACTED]  
[REDACTED]

Attention: Mr. [REDACTED]  
Production Engineering

Dear Charles:

Tires represent a very significant part of our cost base in the ECL Group of Companies and therefore we constantly strive to achieve the lowest possible cost per kilometer.

We have an excellent, long-standing relationship with Michelin because of the high quality of your product and your service, and continue to specify Michelin tires on over 75% of our units.

Yours truly,

[REDACTED]  
Vice President, Operations  
[REDACTED]





# THE ECL GROUP OF COMPANIES

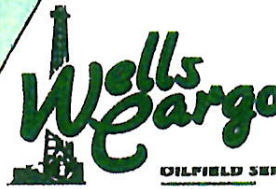


**ECONOMY CARRIERS LIMITED**  
4086 Ogden Road S.E., Calgary, Alberta T2G 4P7

**HAZMAT**  
TRANSPORTATION SERVICES LTD.



**ARM**  
ALBERTA ROAD MANAGEMENT LTD.



OILFIELD SERVICES



**Environmental  
Waste Management**



**SPECIAL  
COMMODITIES**



**PRIORITY PERSONNEL INC.**



**TRIVAC**  
WASTE SYSTEMS LTD.



**FREEMAN**  
*Our Commitment - Service!*



**A-1 SEPTIC AND  
PUMPER SERVICE LTD.**

**ECL**



# Reflections



In 1994, a 100% Canadian owned company, proudly looked back over 50 years of serving the transportation industry and our association with great companies like ECL.

In 1997, ECONOMY CARRIERS LIMITED, another 100% Canadian owned company will also celebrate 50 years of service in the transportation industry. When ECL looks back over their golden years of success, the Krohnert team of stainless steel tanker specialists will be pleased to be a part of their reflections.





*In the late 1980's, Economy Carriers Limited embarked upon a planned program of diversification as a method to take it forward into the 1990's.*

*Diversification has allowed us to continue promoting growth without sacrificing our standards or reputation. We now have several separate and distinct trucking related companies that operate as profit centers... The ECL Group of Companies.*

#### **ECONOMY CARRIERS**

Our flagship company, Economy Carriers Limited, continues to operate as a specialized liquid bulk transporter throughout Western Canada and the Pacific Northwest U.S.A. The company is also developing services to the Eastern Canada/Eastern U.S.A. market area.

#### **SPECIAL COMMODITIES**

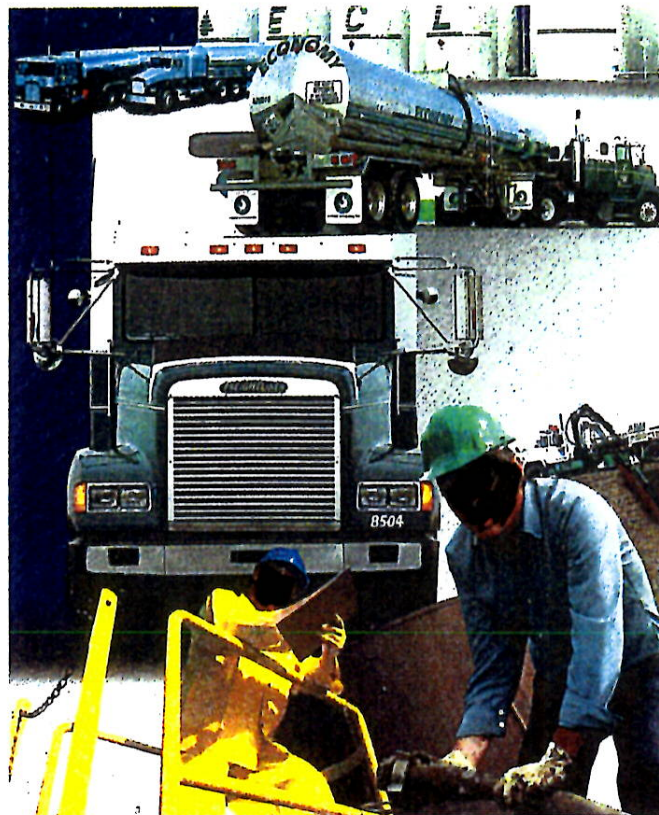
As a part of our diversification we began hauling freight on behalf of the United Farmers of Alberta to 155 locations throughout Alberta. This activity has grown into a separate business unit now called Economy Carriers Limited - Special Commodities Division (ECL-SCD).

A key component of this division is the use of Longer Combination Vehicles (LCV). We have the in-house capabilities to train and certify our employees to operate these configurations.



#### **STARFIELD TERMINALS**

This commercial bulk terminal facility operates a liquid storage tank farm, rail transfer site, liquid distribution facility, and a bulk liquid packaging service from our Calgary and Edmonton operating centers. These state-of-the-art facilities serve those customers who have chosen to outsource their liquid product distribution requirements.



## **THE ECL GROUP OF COMPANIES**

#### **ALBERTA ROAD MANAGEMENT**

This company markets and applies several products used for gravel road dust abatement and road stabilization. ARM markets these products to provincial and municipal governments as well as private industry.



#### **ALBERTA RECLAMATION MANAGEMENT**

ARM's erosion control division, Alberta Reclamation Management, specializes in soil, land, pipe line rights of way, and abandoned well site reclamation projects.

#### **ENVIRONMENTAL WASTE MANAGEMENT**

A project management company that provides solutions to the waste collection and disposal problems of industrial customers throughout

Alberta and Western B.C.

#### **HAZMAT TRANSPORTATION SERVICES**

Hazmat provides transportation for both liquid and solid hazardous waste materials. The company uses vacuum trucks for liquid transfer, and specially equipped step vans for solid or drummed waste. Hazmat maintains North American operating authorities for highway transportation.



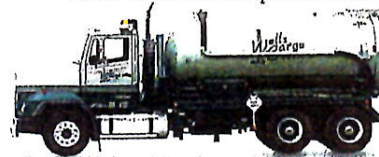
#### **A-1 SEPTIC & PUMPER/TRIVAC WASTE SYSTEMS**

These companies are non-hazardous liquid waste carriers. A-1 is located in Calgary while Trivac operates in Edmonton.

#### **WELLS CARGO OILFIELD SERVICES**

Wells Cargo specializes in the transportation of crude oil and infield crude oil transfers in Alberta from its bases in Rycroft, Consort, Alliance, Edmonton and Calgary.

Wells Cargo is also involved in the purchasing, marketing and transportation of down-hole completion fluids.



#### **FREEMAN TRUCKING**

Freeman is a crude oil and water hauling trucking operation based in Fox Creek, Alberta. It services an area within an 80-km. radius, specializing in crude transfers and vacuum truck services for the area.

With confidence, the dedicated staff and management of the ECL Group of Companies look forward to serving your transportation needs. For more information contact:

#### **The ECL Group of Companies**

Corporate Offices  
Road  
Calgary, Alberta



## **TRANSPORTATION AND PRODUCT HANDLING SPECIALISTS**





*60 years  
...and going strong!*



## Congratulations ECL on your 60<sup>th</sup> Anniversary!

**C**algary Freightliner has provided trucks and service to ECL for more years than can be remembered. [REDACTED] the staff and myself are proud to have contributed and to have been part of the company's success in the trucking industry. ECL is committed not only to its success in business, but also to its employees and suppliers. The company has lead the way in giving back to the community through ECL Choppers for Charity supporting the Children's Hospital in Calgary and Edmonton. The Calgary and Lethbridge Freightliner group of employees take pride in supporting this important cause, wishing it more success in the next 60 years plus.

President, Calgary

President, Lethbridge



[REDACTED], sales representative at Calgary Freightliner, preparing and delivering some of their new 2007 Columbia Freightliner trucks. It is a pleasure to work with [REDACTED], Executive Vice President and COO, and ECL on its purchases. Knowing the specs and product requirements makes it the successful company it is today. Congratulations on 60 years. We look forward to supplying you with a quality product in the years to come.



[REDACTED] and the late [REDACTED] flip burgers for the Children's Hospital. Organized by ECL, this long-running sponsorship event is attended by ECL and Calgary Freightliner employees along with the infamous "Chopper Riders."



[REDACTED], finance and insurance Calgary and Lethbridge Freightliner and [REDACTED], sales manager Calgary Freightliner cook for the ECL Choppers Annual Ride. They are proud to support ECL with its truck needs, and to contribute back to the community.



1947 - 2007 ... and going strong!

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**CONGRATULATIONS ECL ON 60 GREAT YEARS**

• WILK





## The Long and Winding Road

ECL Celebrates 60 Years of Driving Business

Delivering Responsible Solutions

It was 1937 in southern Alberta and things were beginning to look up. After four years of devastating drought and economic depression, farmers in the region were once again growing grain and finding markets in which to sell it. It would be another 10 years before wildcatters would strike oil in Leduc and the province's economy was still deeply entrenched in agriculture. Rumbblings in Asia and Europe sent whispers of war over the Atlantic, but in the small town of Jefferson, Alberta, nestled against the Montana border, [redacted] was busy contemplating things much closer to home.

Being a homesteader and having worked as an agent with the United Farmers of Alberta (UFA), Emil's heart and soul had been poured into the agriculture business, but it was his entrepreneurial spirit that nudged him to take the next step and start his own business producing and transporting feed and other agricultural products to area farmers.

"Relationships have always been a key part of our business," says [redacted], 70 years later from a boardroom in Calgary. "And our longstanding relationship began with UFA the day my father started Economy Feed and Transfer in 1937."

Eking out a living in the early years following the depression, [redacted] began to grow his business by providing not only exceptional service, but a deep knowledge and understanding of the agriculture business that allowed him to relate on a personal level with his customers. Things were going well until 1943 when a fire completely destroyed the company's facility in Jefferson. [redacted]



decided to set up a new shop in nearby Cardston, which offered a larger market in which to do business.

In 1947, the Allies had claimed victory over the Nazis and Canadian boys were headed home looking for work. [redacted] three brothers, two of which were fresh out of the armed forces, one just out of high school and ready to earn a living. [redacted] and [redacted] joined forces with [redacted] to form Economy Carriers Limited. The [redacted] brothers set up shop in Calgary while [redacted] worked on the company's accounting and the business end from Cardston.

By the early 1950s, Economy Carriers was keeping the [redacted] and [redacted] families fed and the owners busy. At that time, a friend of Emil's from Cardston, the owner of the local car dealership, was becoming frustrated with a lack of competition in the freight hauling business.

### ECL Timeline

**1937** - [redacted] starts Economy Feed and Transfer in Jefferson, Alberta.

**1943** - Economy Feed and Transfer moves to Cardston after a fire at the Jefferson location.

**1947** - [redacted] was joined by his three brothers-in-law: [redacted], [redacted] and [redacted]. Economy Carriers was incorporated to transport fuel and freight.

**1950s** - Economy Carriers moves to Calgary.

**1960** - Economy Carriers lands the contract to haul all of UFA's fuel in southern Alberta, marking the beginning of the company's signature business.

**1967** - Economy Carriers wins the contract to carry Mobil Oil's liquid natural gas in Alberta.

**1971** - [redacted] retires and [redacted] partners with his three uncles to run the company.

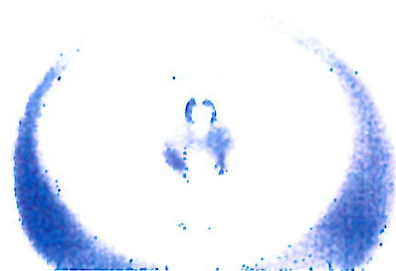
**1973** - UFA asks Economy Carriers to set up shop in Edmonton and take over northern Alberta fuel hauling for the company. [redacted] opens the office and the company doubles in size.



# Pure Success

is proud to be affiliated with the  
ECL Group of Companies.

Congratulations on 60 years of continued success.







"He offered to finance my father on a truck," says [REDACTED]. "And the business evolved from feed to freight."

But it wasn't until 1960 that Economy Carriers really took off. [REDACTED] relationship with UFA had elicited an attractive offer: the contract to haul all of UFA's petroleum in southern Alberta. But were they ready for that kind of growth?

"That contract meant they had to buy eight trucks," says [REDACTED]. "And they had to find financing for those eight trucks - a big step in the lives of men with young children."

Turned out the banks felt they were too big of a risk and they were denied financing on those trucks. But, not wanting to pass up the incredible opportunity being offered them, the founders had one more place to look.

"The Industrial Development Bank (similar to today's Business Development Bank of Canada) was really what got them started," says [REDACTED]. "Not just by financing that first group of trucks, but by the relationships they'd make and build on over the years."

In the late 1960s, oil and gas companies were starting to build natural gas plants across the province creating a new market - transporting Liquefied Petroleum Gas (LPG) byproducts from plants to pipelines to storage facilities. This time it was a relationship [REDACTED] had made that opened a new door for the company.

In 1967, Mobil Oil out of Wichita, Kansas sent [REDACTED] friend



[REDACTED] to Calgary to find ways of shipping LPGs that Mobil would buy and then sell to oil companies and other businesses.

"Our company was able to pioneer the movement of LPGs in Alberta," says [REDACTED]. "It meant new specialized, pressurized steel trailers to be added to our fleet, but it also solved another problem for us - the seasonality of our business."

Up until that point, Economy Carriers had been working primarily in the fuel business, which was intensive in the summer and almost non-existent in the winter making it difficult to keep quality drivers on staff. LPG transport was busiest during the winter months and allowed the company to offer year-round work to its drivers.

By 1971, [REDACTED] had been in the business for nearly 35 years and was ready to retire. Seeing an opportunity, his son [REDACTED] stepped up and bought his father's shares.

"I was just working in the office at the time," says [REDACTED]

## ECL Timeline

**1975** - A newly-designed, larger-capacity petroleum trailer called the A-Train is introduced to the market but Economy Carriers' operations staff feels it is unsafe and refuses to put its drivers at risk. The company would go on to invent a safer, B-Train trailer that would become the industry standard.

**1979** - [REDACTED] becomes a partner.

**1981** - Federal Government introduces the National Energy Program and the oil patch virtually shuts down. Economy Carriers continues to eke out a living by providing top service.

**1983** - [REDACTED] and [REDACTED] buy out the founders and take control of

the day-to-day operations of the company. The [REDACTED] brothers retire.

**1987** - Economy Carriers introduces Canada's first eight-axle B-train liquid petroleum trailer.

**1988** - Economy Carriers hits a fork in the road and decides to diversify the product offering building side businesses in related fields.



## 1947 - 2007 ... and going strong!



"So I became the controller and bought his shares making me a partner with my three uncles."

Two years later, Economy Carriers won another major contract with UFA.

"Due to an inability of its current carrier to provide good customer service, UFA needed someone to do their northern Alberta transport," says [REDACTED]. "They asked us to set up operations in Edmonton and take over their northern business."

And they did just that. [REDACTED] son, [REDACTED] moved to the province's capital, Economy Carriers bought 12 new trucks and started up the northern headquarters. The move also tied in well with the company's new LPG business as much of that work was happening in northern Alberta as well.

In 1975, a major change hit the transport industry as a newly-designed, larger-capacity petroleum trailer called the A-Train was introduced. The A-Train consisted of a main trailer plus a small "pup" trailer hooked on behind. Despite the fact the A-Train increased efficiency, Economy Carriers didn't adopt the new technology.

"Our operations people felt it was unsafe," says [REDACTED]. "And we would not put our drivers in front of it. While all of our competitors bought the A-train, we stayed with smaller loads to ensure the safety of our people."

Meanwhile, [REDACTED] and [REDACTED] had developed a relationship with [REDACTED] of [REDACTED] Industries in Regina - a company that built petroleum tankers. The three of them set about finding a way to build a larger capacity trailer that was proven safe to drive. The result was the B-Train - Canada's newest

seven-axle liquid petroleum trailer system.

"It quickly became the standard in the industry," says [REDACTED]. "And the A-Train slowly began to disappear."

In 1994, Imperial Oil approached Economy Carriers with an offer they couldn't refuse - to develop with them the first five-year petroleum transport contract in the industry.

"We had never worked for Imperial Oil before that time," says [REDACTED]. "But they had identified us because of the condition of our equipment and the attitude of the drivers who had been loading product at their terminals for other customers - they thought we were a cut above."

The contract completely changed the way the company did business increasing efficiency while taking on a significant amount of new work.

"At the time Imperial Oil had about 35 carriers in western Canada and they wanted to bring that down to about 20," says [REDACTED]. "At the same time, we had taken over significant hauling work in southern Alberta and southeastern B.C. on a five-year contract. We went from one driver per truck to two. It was a bit of a culture shock for our people and it took them about two years to all get on board - but we doubled the size of our business."

In 1979, [REDACTED] joined his cousin, father and uncles and became a partner in the firm. As the company embarked on its fifth decade in business, there began to be some ideological differences between the founders and the new kids on the block.

"[REDACTED] and I had all kinds of ideas for change, and as the older fel-

### ECL Timeline

**1994** - Imperial Oil approaches Economy Carriers asking them to work with them to build the first five-year petroleum transport contract.

**1995** - The ECL Group of Companies is formed.

**2000** - ECL launches Innovative Chemical Technologies Canada.  
  
Opens freight branch in Ontario.

**2003** - Economy Carriers develops a five-year plan and a new mission and vision to take the company into the new millennium.

**2004** - [REDACTED] becomes chairman of the board; [REDACTED] becomes a partner and is appointed president and CEO.

**2005** - Rebranding occurs which resulted in name changes:

- ECL Transportation - formerly Economy Carriers Limited
- ECL Terminals - formerly Starfield Terminals/ECL Environmental Services Ltd.

**2006** - ECL begins servicing diamond mines in the N.W.T.

**2007** - ICTC expands to include manufacturing capabilities





lows were nearing their retirement years - they were a little more conservative," says [REDACTED]. By the time 1981 and [REDACTED] National Energy Program rolled around, the [REDACTED] brothers were ready to cash in their chips and take their retirement.

"The NEP (national energy program) crippled the oil patch and companies were forced to lay off an enormous number of people," says [REDACTED]. "Many of them were managers and supervisors - the very people we had built our relationships with. So a new breed came on board who were inexperienced and were driven by the bottom line."

The result was more competition for fewer transport dollars and the prices were driven down. It was a dark time for everyone in the oil patch - especially the older guys who had been at it for decades.

"My uncles were in their mid to late 50s and it was very difficult for them to adjust to this new way of doing business," says



*2006 - ECL Transportation nominated  
as 1 of 11 finalists for the ExxonMobil  
Global Hauler of the Year*

[REDACTED]. "They had come through the Depression and WWII, suddenly the rug was pulled out from under them - their sense of security gone almost over night. They thought it would be better to let the young guys take over."

So, in 1983, [REDACTED] and [REDACTED] took the reigns of Economy Carriers and set about building the business in the post-NEP

*Congratulations ECL*  
We are proud to be a partner for over 10 years  
and look forward to a prosperous future together.

We provide tractor and trailer preventive maintenance and repairs



1947 - 2007 ... and going strong!



Alberta economy - that meant finding ways to make the business more efficient in order to profit in a competitive environment where pricing had fallen through the floor. In 1987, Economy Carriers created a major solution.

"We had built a relationship with some motor transport people in Red Deer who looked after highways and transportation," says [REDACTED]. "Together with them, [REDACTED] Industries and [REDACTED] of [REDACTED] Industries, we designed the first eight-axle B-Train. It was much larger than the seven-axle A-Train that was being used throughout the industry at the time - in fact it increased efficiency by 30 to 40 per cent."

The eight-axle B-Train quickly became the new industry standard by not only outperforming the seven-axle B-Train, but by being much safer for drivers.

While the B-Train certainly helped Economy Carriers remain competitive, margins were still stagnant and [REDACTED] and [REDACTED] decided in 1988 that it was time to diversify.

"Our strategy was to diversify into a group of companies interre-

lated to liquid freight transport," says [REDACTED]. "The theory was that by growing in this way, we could spread the overhead costs over a number of businesses and come up with better margins."

Over the next five years, the company went from 100 employees to more than 600 in eight different companies. The strategy worked - though not as quickly as management had hoped.

"In 1988 we started a crude oil trucking business and had invested a lot of money. We learned that you need to be in business three years in order to earn the right to be there and succeed," says [REDACTED]. "The bankers were mad at us and urged us to sell, but we were determined and were able to hang on long enough to make the idea work - after four years, the company started to make a lot of money."

The new business model carried the company over the following decade allowing it to weather economic downturns because of its diversified holdings. By the late 1990s, [REDACTED], who had served as the company's president and CEO over nearly two decades, decided it was time to let history repeat itself and hand the reigns



**CONGRATULATIONS ON 60 YEARS OF BUSINESS**  
**WISHING YOU CONTINUED SUCCESS IN THE FUTURE**





over to the next generation. In 2004, ECL Group of Companies appointed [REDACTED] as its new president and CEO.

"It was time to re-engineer the company again," says [REDACTED]. "We thought a younger guy would be better suited to deal with labour force issues with different management techniques and different expectations. We found it was difficult for the older generation to relate to the younger workforce and felt it was important to keep young people involved."

As [REDACTED] took over and [REDACTED] eased out of the day-to-day operations and took on the role of chairman of the board in which he continues to be involved with strategic planning, community investment, mentoring and other duties.

Part of [REDACTED] mandate was to develop a five-year strategy that would take the company into the new millennium. Armed with a new vision, mission and name (the firm shortened its moniker to ECL), the company embarked on the 21st century with a goal of focused growth.

"Over the past number of years we've tried to focus our busi-

*"Our success has always been a result of the same things - hard work and great people - and that's how we'll continue to find success in the future."*

~ [REDACTED]

ness," says [REDACTED]. "There's been a lot of streamlining and removing distractions from our core business. We've been growing the business significantly by looking for opportunities that fit our business and fit our business model."

Today, the ECL Group of Companies operates in three core areas: transportation; oilfield specialty chemicals and fluids; and product handling and terminals. The company also offers emergency response services as an extension of its own comprehensive safety program.

"There is a lot of opportunity out there," says [REDACTED]. "Our success has always been a result of the same things - hard work and great people - and that's how we'll continue to find success in the future."

# CONGRATULATIONS

to ECL Group of Companies on  
your 60 years in business...



### Growing Up With ECL

**T**om [redacted] and [redacted] were born and raised as part of the ECL legacy. From early childhood this company has been an integral part of their lives.

"As a kid I would pump gas, pick up nails and wash trucks," says [redacted], who is the company's executive vice-president and chief operating officer. "I was driving a big truck as soon as I could reach the pedals."

Of course, being the son of one of the company's founders, [redacted] also had to overcome one of the biggest challenges of working in a family business.

"The expectations are sometimes higher and you have to earn the respect of the people," he says. "I think you have to work harder to earn your stripes."

As [redacted] worked his way through high

school in Calgary and earned his business degree in economics from the University of Alberta, ECL was always part of his plan.

"I always thought I'd be involved in the business somehow," he says. "I have three brothers and most of them drove - including me. But as business needs change and you change with it - we needed more people in the office as the company grew and I got more into the management side of it."

While [redacted] father [redacted] was involved in the operations end of the business, [redacted] father, [redacted] had been in charge of administration, so it was natural that [redacted] started in the office doing accounts with his dad.

"Growing up in this company has

been a blessing," he says. "I have learned so many lessons along the way and am now able to mentor the younger people using the knowledge I've gathered over the years."

The cousins have seen the company grow from a small family operation to an important part of the oil and gas and transportation industries with more than 500 employees.

"It's not the fact that my father was a founder that has had a big effect on me," says [redacted]. "It's more that it's a people business and all that comes with that. I love the people; it's the best part about working here. I am very proud to be a part of a company that's succeeded in business for 60 years. There's a lot of history and a very bright future."



**Congratulations  
ECL on your 60th  
Anniversary!**

[redacted] is proud to recognize the ECL Group of Companies on their 60th Anniversary. Over the past 60 years you have built a *tradition of excellence* that has clearly distinguished ECL as a market leader. We look forward to seeing what the next 60 years will bring!





## QHSE: The ABC's of ECL

Quality, health, safety and environment form the foundation of ECL's business

In a province that's only 102 years old, companies who have been in business for more than 60 years are a rarity. ECL has managed to weather the storms, adapt to change and thrive throughout its history - not just any company can achieve six decades of success - and a large part of the company's achievement has come from staying true to the fundamentals: quality, health, safety and environment.

"QHSE has always been a focus at ECL," says [redacted], executive vice-president and COO. "We had one of the first safety programs back in the 1960s - the old guys had a lot of foresight and I think it's why a lot of people come to work for ECL. The trucking business has had a long-time reputation of long hours and hard work. We had restrictions on hours our drivers could work. They never had to sleep in their trucks; we put them up in hotels. Safety and quality of life have always been paramount."

### Quality

"Say what you do, do what you say and prove it," says [redacted], QHSE director for ECL. "It's that simple."

While it might seem simple on the surface, ECL backs its commitment to quality with a major investment in time and resources to ensure it touches everything the company does.

"Every new employee is given a quality orientation on what quality means here at ECL," says [redacted]. "They participate in a two-hour presentation on how that relates to them and how they can expect to see quality in their day-to-day jobs, on avenues to correct deficiencies, performance reporting - it brings it down to a base level and shows them exactly what it means to them."

[redacted] says the company does regular customer feedback surveys including internal customers (co-workers, supervisors, accounting, maintenance people, etc.) to ensure quality permeates the organization. Internal audits surveying more than 40 employees happen annually to measure quality within the organization resulting in a list of action items to improve any deficiencies. These action items are revisited on a continuous basis to ensure they've been addressed.

"Our intent is to simplify quality so that it's easy to understand what needs to be done and why it needs to be done," says [redacted]. "Because it's part of who we are."

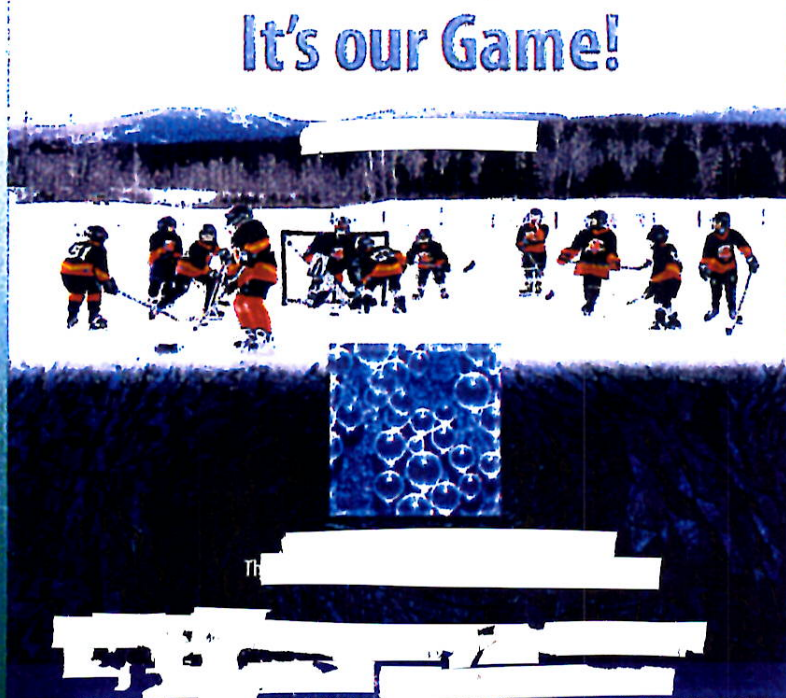
One of the fundamental parts of ECL's quality program is yearly ISO 9001:2000 certification since 1998 in ECL Terminals, ECL Transportation and, more recently, ICTC.

ISO 9001:2000 certification is intended for use in any organization which designs, develops, manufactures, installs and/or services any product or provides any form of service. It provides a number of requirements which an organization needs to fulfill if it is to achieve customer satisfaction through consistent products and services which meet customer expectations. To earn certification, ECL had to meet rigorous and extensive documentation, measurement and reporting requirements and must perform either internal audits or third-party audits annually to maintain certification.

### Health

While ECL offers a top-of-the-line health and benefits package, protecting its employees' health and well-being goes far beyond eye exams and dental coverage.

"We have a number of unique programs in place," says [redacted]. "Our employees' health is





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**Important to us - not just at work, but in their daily lives."**

For example, the company recently addressed the obesity epidemic sweeping North America by offering incentives to ECL employees to lose weight through a program called Just Lose It.

"We knew a number of our employees wanted to drop a few pounds, so we looked for ways we could help them," says

Shirley. "We ran a contest and it was very successful. Participants lost a lot of weight and felt a lot better."

**Safety**

In a marketplace where so many companies pay lip service to safety, ECL is a shining example of an organization whose absolute, number-one priority is making sure each and every employee and their families are safe at work and at home.

"Safety is paramount - It is first and foremost in our business," says president and CEO Shirley.

"We have an entire department that looks after all aspects of safety year-round with numerous programs and initiatives."

**Safety Awareness Month**

While safety is a focus every day of the year, ECL takes the month of November to bring heightened awareness to safe practices at work and at home. Bringing in experts is one way Shirley and her department help keep safety top of mind during Safety Awareness Month.

"This year, we brought in the fire departments in Edmonton and Calgary to talk about fire safety to employees and their families," she says. "Once we brought in an occupational health and safety

nurse who traveled around Alberta to visit with office staff to teach them about ergonomics, reducing stress, stretching and so on."

Large safety meetings throughout the month of November also help Shirley get the message to as many employees as possible. In fact, this past November, 98 per cent of ECL employees attended these meetings.

"We also run contests throughout the year where employees are encouraged to submit ideas related to safety and performance," says Shirley. "In the month of November we put their names into a draw for safety paraphernalia such as carbon monoxide detectors and family medical guides."

The company also offered fire extinguishers at a reduced rate to all employees in November and has offered live fire extinguisher training to employees and their families.



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60th anniversary.*

**Investing in your success.**





#### Safety Lanes

As each ECL driver leaves for the day, he or she stops and talks to a supervisor about the day from a safety perspective and checks first aid kits, fire extinguishers, spill kits and other safety equipment to ensure everything is in working order.

#### Emergency Response Team

Eight trained personnel are always at the ready to respond to emergencies in-house or with contracted clients such as the railways and the Propane Gas Association in Alberta, B.C. and Saskatchewan.

The team also helps local fire departments in Calgary, Edmonton, and rural areas by providing training to firefighters who might deal with bulk liquid incidents or motor vehicle accidents with a tanker.

#### Safety Bonuses

Any time drivers have a flawless execution of their responsibilities, they are eligible for a monthly or quarterly bonus in the form of a percentage of their salary.

#### Annual Safety Awards

ECL has set up a new reward system for drivers based on how long they've worked for the company and how clean their safety record is. Sustained accident/incident free performance earns the driver the classification of Bronze, Silver, or Gold status with corresponding financial rewards.

"We are trying to build up the status of being a Gold driver," says [redacted]. "We will put an announcement in the driver's hometown paper and in the company newsletter when they achieve Gold status. We believe it will assist in promoting longevity and a positive attitude towards safety."

#### Face 2 Face About Safety

This is a program that sees senior management giving positive reinforcement for safe practises.

#### Roadrunner Newsletter for Drivers

The QHSE department releases a monthly newsletter for drivers updating them on safety performance and issues, providing information on any new rules or regulations that might affect them and other important and interesting information.

#### Attitude and Commitment

"One of our mottoes is that safety is an attitude," says [redacted]. "And it's a positive attitude towards safety we want to see in all of our employees." She says that having a senior management team that is 100 per cent behind safety initiatives is key to ECL's impressive safety record and that it has created a culture in which everyone is constantly trying to improve.

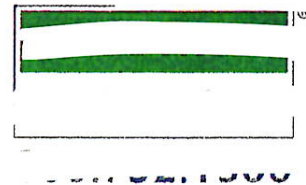
#### Environment

As hauling freight, fuel and pressurized gas forms a major part of ECL's business, safety and the environment go hand in hand.

"We are certainly aware of our environmental responsibility," says [redacted]. "It comes down to safety and care and an acute awareness of our actions."

"All facets of our business have environmental monitoring to ensure there's minimal impact," says [redacted]. "Our environmental policy follows the reduce, reuse, recycle and recover model in everything we do ranging from recycling paper in the office to recycling oil in the vehicle maintenance shops."

Every employee dealing in transport and terminals is trained in spill response, as "no amount of pollution is acceptable."



**"Congratulations ECL on your 60th Anniversary!"**



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All ECL commercial vehicles receive regular service to ensure fuel efficiency and minimal emissions and drivers are trained to do daily and pre-trip inspections to ensure everything is working properly.

What the entire QHSE program comes down to is education, participation, action, monitoring and responding to ensure ECL employees, their families, customers and communities are never negatively impacted by the company's activities.

"We take QHSE very seriously here at ECL and have the safety record to prove it," says [REDACTED]. "We're very proud of our people for being so dedicated to the health and safety of their customers, their coworkers and, of course, themselves." 🍀

### ECL's Health, Safety and Environment Policy

**A**ll of us at the ECL Group of Companies are responsible to support our Health, Environmental, Safety and Loss Control programs which are designed to protect people, property and the environment. We are committed to our active safety culture through:

- Effective and committed leadership
- The creation of awareness on health and wellness issues
- A commitment to pollution prevention through reduce, reuse, recycle and recover
- Working only with contractors and

suppliers who support our HSE culture

- To meet or exceed regulatory requirements and industry standard practise in the areas in which we operate
- Fostering an environment of open, two-way communication with our employees and customers
- A secure working environment for all employees and visitors

Our HSE goals are clear: an injury-free workplace, an incident/accident-free workplace and to cause no harm to the environment.

As individuals we must support wholeheartedly and participate fully in all aspects of Health, Safety and Environmental programs so that we, as members of the ECL Group of Companies, may maintain leadership in our industries.

Through effective leadership, teamwork and continuous improvement efforts, we will maintain an important part of our culture - safety.

[REDACTED]  
President and CEO



## CONGRATULATIONS

To the ECL Group of Companies on your 60th Anniversary and Thank you for a great relationship over the past 60 years.





## ECL Today: **Safety.** Reliability. Innovation. Experience. Community.

It's easy to develop a tagline that sounds good - but to truly build an operation around those key words takes commitment and hard work. The ECL Group of Companies has 60 years of experience walking the talk and demonstrating on a daily basis its commitment to safety, reliability and community.

"Over the last 60 years we've built a good, honest, reputable, safe, innovative and enjoyable company," says chairman of the board, [REDACTED]. "We've built a solid foundation and that takes commitment."

Management, the board of directors and more than 500 employees have created a company that serves their customers in a number of capacities including manufacturing and sales of specialty chemicals and liquids, materials handling, emergency response, and transportation of bulk liquids and freight.

### **ECL Transportation: 60 Years of Driving Success**

Since its inception as Economy Feed and Transfer in rural southern Alberta in 1937, ECL has built one of the region's largest transportation companies by building relationships, focusing on safety and becoming a part of the communities it serves.

From two trucks hauling dry freight and fuel for farmers in southern Alberta, ECL now has a fleet of nearly 300 vehicles moving freight, fuel and pressurized gas on routes throughout North America.

"I have heard a lot of people at the market level refer to us as the carrier of choice," says [REDACTED] vice-president of transportation. "That's because we see ourselves as an integral part

of our customers' business - we aim to enhance their profitability and that philosophy permeates the entire organization."

ECL Transportation aims to enhance its customers' profitability through five key areas: fleet; technology; reach and capacity; safety and people.

### **Fleet**

The quality of ECL's fleet is paramount to the service it provides. To that end, the company's vehicles are continuously upgraded meaning fewer breakdowns, less downtime and reduced maintenance costs allowing drivers to focus on getting to their destination safely and on time.


"Drivers like working for ECL," says [REDACTED]. "They know they're safe in our vehicles and they know they're valued as an integral part of the business."

ECL's freight division provides service to industries ranging from agriculture and oil and gas to manufacturing and waste disposal. The freight fleet features:

- More than 75 vans
- More than 30 flat-decks
- Tailgate capability allowing delivery to non-dock sites
- Specialized vehicles to carry dangerous goods and hazardous waste

The liquid and pressurized gas division hauls fuel all over North America in a fleet of 150 featuring:

- Aluminum Petroleum Fleet - 8-axle B-Train and tridem units
- LPG Fleet - 8-axle B-Train, 7-axle B-Train, and 5-axle tandem units



A proud supporter of

# ECL



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ECL cycles its tractors on a five-year term, ensuring it is using the latest technology to maximize safety and efficiency and to reduce maintenance costs.

#### Technology

ECL vehicles contain the latest in satellite tracking and electronic logbook technology. Using XATA technology, the company knows where every single load is at any given time giving customers that added layer of comfort and security.

"We are able to achieve a great deal of efficiency and offer the best service through the use of the latest technological advancements in logistics," says [REDACTED]. "Technology like satellite tracking and electronic log books not only save time and money, but allow the customer to know exactly where their shipment is at all times. The ability to provide that kind of accurate knowledge has proven to be an excellent value-added service for our clients."

XATA also allows ECL to monitor the fleet on a number of performance criteria helping to improve all aspects of operation and customer service. Dispatchers are also trained on state-of-the-art equipment to ensure everything runs smoothly.

#### Reach and Capacity

With a strategic network of service centres, ECL's freight division can dependably and efficiently move products across Canada and into the States. The freight division is FAST (Free and Secure Trade) qualified so the company is able to move goods across the border with greater speed, certainty and usually at a reduced cost of compliance. ECL is also licensed and capable of hauling hazardous waste throughout the lower 48 states.

In Canada, the freight division delivers to more than 40 dedicated sites every week and operates from coast to coast. Through the company's terminals division, it also has cross-docking and trans-loading capacity making the transfer of goods - including dangerous goods - from truck to truck, rail to truck or to third-party carriers easy and safe.

ECL's fuel division carries gasoline, diesel, methanol and other liquid products to all points across western North America. The company is equipped to handle in-town, off-road (off-highway) and service bulk station deliveries.

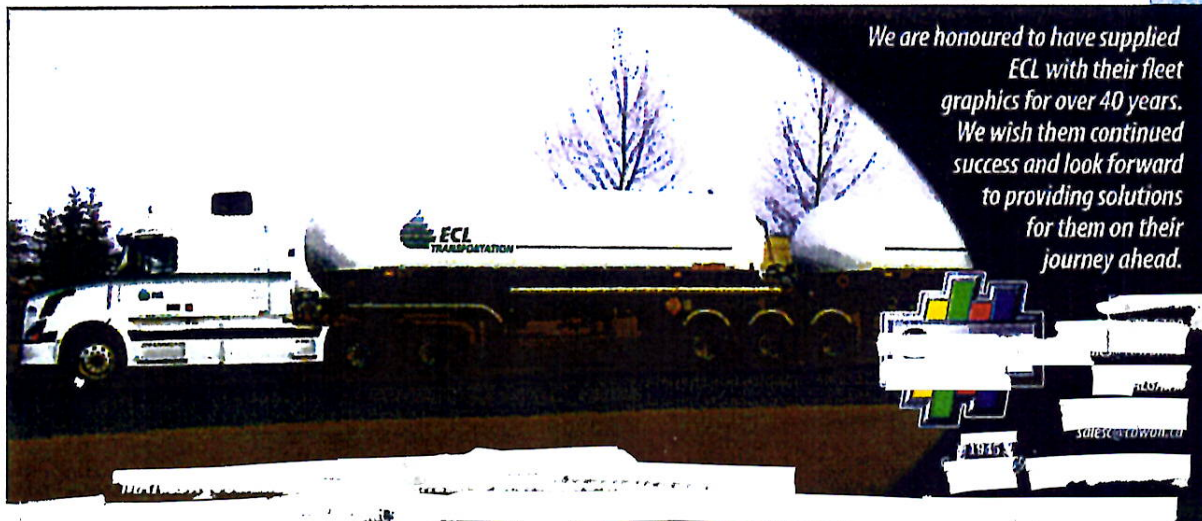
#### Safety

ECL Transportation puts the highest priority on safety and the company's impressive record reflects this commitment. ISO 9001:2000 certification ensures ECL has the best worldwide standards for its organization and the customers it serves.

"When a company earns ISO certification, customers know they're getting the best, most conscientious service available in the marketplace," says [REDACTED]. "It's not easy to achieve and maintain ISO status, so we are constantly using checks and balances to ensure we're meeting and exceeding, not only our own standards, as well as industry regulations and our customers' expectations."

ECL's Internal Quality, Health, Safety and Environment (QHSE) program includes the latest tools, training and detailed surveillance to ensure the highest standards of safety are met. The program includes:

- Comprehensive and ongoing driver training programs



*We are honoured to have supplied  
ECL with their fleet  
graphics for over 40 years.  
We wish them continued  
success and look forward  
to providing solutions  
for them on their  
journey ahead.*





## Delivering Responsible Solutions

- In-house emergency response system
- Regularly scheduled safety meetings for all ECL Transportation drivers and staff
- Performance and near-miss reporting
- Behavioural safety programs
- Drug and alcohol testing
- Occupational health assessments
- Critical job task inventories and job hazard analysis

An integral part of the QHSE program is the 24-hour emergency response team staffed with certified Remedial Measures Advisors (RMAs). These experts have received intensive training in the handling of and response to incidents involving hazardous and pressurized goods - from initial site containment to final clean up.

### People

ECL employees' dedication, professionalism and experience are the backbone of ECL Transportation. Drivers, dispatchers and administrative staff all meet the highest standards of proficiency in their work and participate in continuous training on the latest



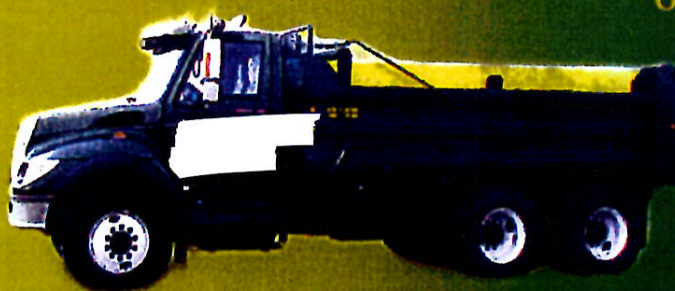
technology and systems. But the one thing that sets an ECL employee apart is their dedication to serving the customer in every possible way.

"The typical ECL employee is pretty A-typical," says [redacted]. "They are conscientious, have an amazing attention to detail and are always looking for ways to improve."

### **ICTC: From Drill Bit to Refinery Gate**

Founded in 2000 as part of ECL Group of Companies, Innovative Chemical Technologies Canada Ltd. is an oilfield service company with bulk fluid, specialty chemical and supply capabilities unrivalled in the industry.

## SALUTING SIXTY YEARS



CONGRATULATIONS ECL  
ON 60 YEARS OF EXCELLENCE  
AND WISHING YOU  
ALL THE VERY BEST  
FOR CONTINUED  
SUCCESS IN THE FUTURE.



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[REDACTED] has worked for ECL for more than 17 years and was instrumental in creating and building ICTC from the ground up.

"We had a unique opportunity to sit down with a blank piece of paper and build a chemical company from scratch," he says. "It's been a remarkable experience and we still have all six people who launched the company. That tells me we've done something right."

ECL began selling fracturing fluids as part of its offerings in 1989. The company then added a drilling fluid company to its ranks as well as a stimulating/solvents business. In 2000, [REDACTED] and his team wrapped them all together in the new entity.



"We built a separate business model that was pretty simple: hire 20 people, develop products and technology and find customers," says [REDACTED]

Today, ICTC has a full line of products and applications backed by strong technical support from its research lab and chemical engineering expertise. With a dedicated lab, product turnaround from inception to distribution is unparalleled in the industry.

ICTC's product line includes production chemicals, stimulation, hydrocarbon base drilling fluids, sulphur solvents and process chemicals serving a broad spectrum of oil and gas companies across western Canada.

#### Production Chemicals

Crude oil, gas and water treatment as well as corrosion control are the core areas of ICTC's production chemical product lines. With more than 200 unique formulations for oil and gas treatment programs, ICTC is able to fill just about any chemical need.

#### Stimulation

ICTC's stimulation product line supplies mutual solvents,

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*ECL Group of Companies Ltd.*  
*Congratulations on 60 great years.*

• X-TRAP®

• CRYSTAL-DRIL® Clear Water System

Fluid Systems





organic and inorganic remediation options - all designed to improve well productivity.

#### **Hydrocarbon Base Drilling Fluids**

ICTC is an industry leader in the manufacturing and supplying of drilling additives, drilling specialty chemicals and hydrocarbon base drilling fluids. For example, Envirodrill™ and Cleardrill™ offer improved penetration rates, reduced bit costs and are biodegradable.

#### **Hydrocarbon Fracturing Fluids**

ICTC provides premium hydrocarbon-based products that cover all fracturing applications as well as workover/kill fluids inhibited with clay, control additives, corrosion and scale inhibitors.

#### **Sulphur Solvents**

ICTC's solvents are tested by Alberta Sulphur Research Limited and are the proven "Best in Class" products available to the industry today. The company offers total sulphur management whether it is continuous injection or batch.

#### **Process Chemicals**

This product line offers the premier continuous injection sulphur solvent line along with Triethylene Glycol, Ethylene Glycol and a variety of other process chemicals.

As with other members of the ECL Group of Companies, ICTC is highly customer-focused and understands the nature of the oil and gas business. Product development is about solving customer problems and the entire company has been built around being completely responsive to customer needs. The team achieves this through:

- A technology and research centre that is state of the art and provides technical support and product development for each of the company's lines
- A dedicated lab ensuring quick product turnaround
- Adhering to a strict QA/QC program ensuring quality products and service
- Maintaining strategic stock points throughout Alberta and British Columbia so product is available when clients need it

says the success ICTC has achieved in becoming a major player in the specialty chemicals business is a point of pride not only for himself and the other ICTC employees but for ECL as a whole.

"It's like watching a child grow up," he says. "We've done some pretty cool things here and we're very proud of what we've achieved."



#### **ECL Terminals: Integrating Transportation**

ECL Terminals operates facilities in Calgary and Edmonton providing storage, trans-loading and distribution of bulk liquids, drum and pallet products.

Complete with rail sidings, bulk and dry storage and highly trained operators able to handle a wide range of materials, ECL's terminals provide a safe and efficient distribution hub.

Operating 24-hours a day, 365 days a year, ECL Terminals provide a number of services including:

- Liquid trans-loading - products may be loaded or unloaded from trucks, railcars, tanks or drums
- Drum filling
- Product heating
- Cross-docking of drums and pallets
- Railcar trans-loading
- Inventory management
- Coordination of third-party carriers
- Coordinated 24-hour-a-day product movement

#### **Calgary Terminal**

ECL twinned the Calgary facility's rail siding in 2002, increasing capacity to 22 railcar spots. Railcar switches are provided by Canadian National Railway and coordinated by experienced operating staff.

In 2004, ECL added 480,000 litres of additional tank capacity, increasing bulk liquid storage to 1.6 million litres. The smaller warehouse is designed to Class 1, Division 1 specifications to provide safe storage for any packaged dangerous goods.

#### **Edmonton Terminal**

The Edmonton facility features a 15,000-square-foot warehouse, complete with 1.6 million litres of bulk liquid storage in the tank farm service bays, and rail access to allow for efficient cross-



docking of packaged products and railcar trans-loading. The rail siding has capacity for six railcar spots, with switches provided by Canadian National Railway.

ECL Terminals offer both high and low pressure heating, ensuring safe, efficient heating for railcars, tanks and temperature sensitive products.

#### **Emergency Response Services: Keeping the Roadways Safe**

ECL provides emergency response services throughout western Canada for contracted clients and for any incident within its own operations. The company maintains a 24-hour, 1-800 number to ensure quick response to minimize any potential loss or damage from incidents.

The ER team consists of experts from ECL and from key professionals in the LPG industry offering a group of core responders trained to NFPA technical level standards who can effectively stabilize, control and clean up a wide variety of incidents.

The company's ER trailers are fully equipped and meet LPG Emergency Response Corp. and the Canadian Petroleum Products Institute's Land Transportation Spill Response Guideline requirements. ECL also pre-qualifies any third-party contractors (with response expertise) to round out its team of professionals.

ECL's certified Remedial Measures Advisors (RMAs) are active supporters of community outreach programs focused on creating awareness on safety issues in road transportation incidents. ECL is also an operating member of the Canadian Emergency Response Contractors Alliance.

**Happy 60<sup>th</sup> anniversary  
to our friends at  
ECL Group of Companies Ltd.**

**Congratulations on another milestone  
in your journey of success.**

**We've enjoyed being your business partner for  
over 40 years and look forward to many more.**

**Here's to your continued success!**



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## People Priority

ECL's People Development and Culture department strives to make ECL an employer of choice.

In 1999, ECL was at a turning point. Having been in business for more than half a century, the company was influenced by a rich history and tradition as well as a need to remain relevant and progressive in the 21st century. The executive team had hired a consultant to help them develop a new mission and vision and with the new direction came a need to integrate these core principles throughout the company to bring employees on side and give them ownership of - and the tools they needed to implement - ECL's future. So, they created a new division - people development and culture - and hired [redacted] to lead it.



"After having met with the executive team, I thought if they were genuine about the kind of culture they wanted to create, this could be an amazing journey," says [redacted]. "And let me tell you, it has been incredible."

The transformation of the human resources department from a mainly administrative division to a group of people dedicated to making ECL a great place to work meant taking a number of existing programs and bringing them all together as well as creating some new ones aimed at celebrating people.

"We had such a rich history to build on and so many great programs already in place it made it a lot of fun to create this department," says [redacted].

Today, ECL's people development and culture department offers a plethora of programs and initiatives that contribute to making it an employer of choice.

### Training and Development

According to [redacted], QHSE manager who is responsible for technical training within the company, a new employee can spend upwards of a month or more (non-consecutively, of course) in training depending on their position.

"When people are well trained they are able to do their jobs effectively, efficiently and safely," she says. "Whether it is in the classroom, online or on the job, we make sure they get the tools they need to do their jobs well."

And while [redacted] department offers job-specific courses, the people development and culture department offers something a little different.

"We concentrate on soft skills like communication," [redacted] says. "We not only want our employees to do well at their jobs, we want them to have the skills they need to succeed in life."

### Awards and Recognition

ECL is a strong believer in celebrating its peoples' success and rewarding them for a job well done. While monetary reward is certainly a part of that, the company goes above and beyond with two major awards nights: A Celebration of our People in the fall and an Evening of Excellence in the spring.

A Celebration of our People began more than 30 years ago as recognition of employee spouses (most of whom were women at the time) for their support to ECL employees throughout the year. The event treated these mostly stay-at-home moms to a special dinner at a nice restaurant. Times change and so has the celebration. Today, A Celebration of our People recognizes employees for their length of service, their community involvement and retirements.

"One of the unique things we do for the Celebration of our People for every five years of employment with the company we have a professional photographer take a portrait of whatever the employee wants - their kids, their extended family, their pet - and then frame it," says [redacted]. "The employee doesn't see it until awards night where it is unveiled. They are stunning and it's one of those things that families always talk about doing but may never get around to it - they really appreciate it."

An Evening of Excellence presents ECL's people with peer-nominated awards in numerous categories throughout the organization's various business units.



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*"These awards are so special because they come from your co-workers. When the people you work with every day think you're worthy of recognition, it's a real pat on the back."*

~ [REDACTED]

"These awards are so special because they come from your co-workers," says [REDACTED]. "When the people you work with every day think you're worthy of recognition, it's a real pat on the back."

ECL also gives kudos throughout the year through various programs such as the High Five program that rewards five people a month for peer recognition in their work with such items as movie passes and recognition in the monthly newsletter - Family Affairs.

#### Family Involvement

There are not too many companies that invite spouses to new employee orientations, but at ECL, it's par for the course.

"We have always been a family-oriented company," says [REDACTED]. "And we feel it's important to include them in our activities."

Families are invited to all company functions from awards ceremonies through to safety seminars to social committee events like when ECL rents a theatre for a private showing of a family-rated movie.

#### Family Affairs Newsletter

This bi-monthly newsletter is chock full of stories about employees, company activities, recognition for jobs well done and helpful articles about health, safety and life in general.

## Congratulations

to ECL on their 60th Anniversary!

be associated with ECL as they celebrate 60 years of heading in the right direction.

We're inspired by ECL's ability to achieve impressive growth while continuing to build a tradition of excellence.



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The MH series Hydrapak is a culmination of over 20 years of experience making Hydrapaks for the transportation industry. The Drum Hydrapak is a pre-engineered, highly efficient, hydraulic oil cooling package. It includes the oil reservoir, cooler, return line filter and system relief valve. All components are designed into a small, lightweight, quiet and inexpensive package.

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WE APPRECIATE YOUR SUPPORT OVER THE LAST 20 YEARS.**





"Family Affairs is a great way to keep in touch," says [redacted]. "Not only does it provide a way to communicate regularly with employees but it keeps employees communicating with each other and is a record of some of the amazing things our people do here."

Flip through the pages and you'll find kudos to drivers for stopping on the highway to help with a car fire and a winning slo-pitch baseball team formed by the ICTC group.

These are just some examples of programs and initiatives run by ECL's people development and culture department. From regular anonymous surveys and the Eureka! suggestion box to find out what employees want and need through to the Haberdashery clothing store for ECL logo wear a great deal of attention, time and effort goes into making ECL a unique and rewarding place to work.

"This is an amazing group of people," says [redacted]. "They work hard and they're all clear on where we are taking this company as a team." 🌱

### The Four Cs

**A**s part of the new mission and vision created in 1999, ECL's executive developed the Four Cs as a way of breaking the fundamentals down into memorable pieces that are easy for employees to keep top of mind. Here they are as described by chairman of the board, [redacted]

**Customers:** Providing the best possible service to both internal and external customers is our number-one priority.

**Culture:** Our employees play an important role in the success of our company and we recognize and reward the contribution they make.

**Continuous Improvement:** We are firm believers in finding newer, better ways of doing things.

**Community:** Whatever we possess as individuals and as a corporation we give back to society in some form. It was a value established in 1947 and it still holds strong today.



*Congratulations*  
ECL ON YOUR  
60<sup>TH</sup> ANNIVERSARY!



**- CONGRATULATIONS -**  
to ECL on their 60th Anniversary  
from everyone at Alberta Truck & Transport Specialists LTD.



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## Investing in Community

ECL's Choppers for Charity and 4-H Rodeo show this company believes in giving back.



"We have always believed that we need to make a contribution to the communities we do business in. If we're making a living in a community, we have an obligation to support that community and we're honoured to do so." - [redacted], president and CEO.

### ECL Choppers for Charity

It's hard to believe it all started with a little piece of paper in a suggestion box. One of ECL's administrative staff couldn't help but think how fun it might be to go for a ride on the back of chairman [redacted] Harley Davidson, so she suggested he auction off rides at lunchtime with proceeds going to charity. Nine years and over \$1 million later, ECL's Choppers for Charity has become a signature event not only for ECL but also for the Alberta Children's Hospital and Edmonton's Stollery Children's Hospital as well as numerous staff, family members and bikers from around Alberta.

"It's amazing to think how far we've come over the last nine years," says [redacted]. "We're all very proud of ECL Choppers for Charity."

Once [redacted] took a serious look at the suggestion, he formed a committee who expanded on the idea to include bake sales, raffles and draws to raise money for the Alberta Children's Hospital.

"We also had about 12 Harley riders who auctioned off rides to go drop off the cheque at the hospital," says [redacted]. "We thought we could raise about \$5,000 that first year."

The ECL team not only reached their goal but doubled it raising more than \$10,000 for the Alberta Children's Hospital.

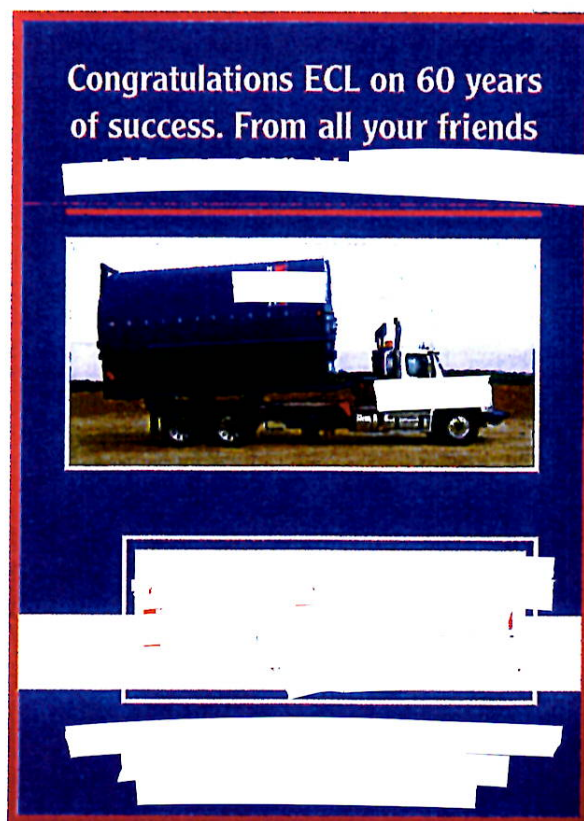
"It was so gratifying," says [redacted]. "When those 12 Harleys

roared up to the hospital and the kids were out there waiting for us - one was even in a bed - it was great to see them be kids again for an hour and forget why they were there."

With one year under their belt, the ECL Choppers for Charity committee set its sights a little higher and aimed to raise \$15,000 in its second year. They raised \$27,000.

"So we set the next goal at \$50,000," says [redacted]. "The committee thought we'd never do it. But we raised \$60,000. I think it really showed individuals the importance of stretching their goals."

The following year, they raised \$125,000 and upward and onward until last year's event when they raised \$225,000 and broke the \$1 million mark for total funds donated. The team uses numerous fundraising methods to reach its annual goals from the original bake sale to individuals shaving their heads to the auction of a brand new Harley Davidson every year. Employees at the corporate office even pay two dollars a day for the right to wear jeans to work through the Jeans for Genes program. And







now more than 40 bikers from across the province roll up to the Children's Hospital, cheque in hand - rain or shine.

[REDACTED] is the vice-president of people development and culture for ECL. She says ECL Choppers for Charity has become much more than a fundraising venture.

"It elicits a great deal of pride in our people to be a part of something like this," she says. "It's become very much a part of who we are."

ECL Choppers for Charity involves ECL employees, suppliers, customers, family members and friends from across Alberta creating a community of people working together towards a common goal - to buy much needed equipment for the children's hospitals in Alberta. Every year, the committee chooses a piece of equipment based on what the hospitals need at the time. Over the years, ECL Choppers for Charity has purchased reconstruction equipment for plastic surgery, specialized cribs, surgical tables, educational initiatives, infant monitors and many more gifts. [REDACTED]

[REDACTED] is a fund development officer with the Alberta

### *Having roots firmly planted in the agriculture business, ECL is also a major supporter of the 4-H Rodeo...*

Children's Hospital Foundation. She says ECL's annual gifts are crucial to providing the best care to sick kids in Alberta.

"We consider them to be one of our most loyal and committed supporters," she says. "ECL Choppers for Charity makes a tangible difference to the kids and families who utilize the services of the hospitals and we are very grateful for their support." She goes on to say that the fact the employees drive the fundraising makes it extra special.

"They really put their heart into it," she says. "And when they drive up with those Harleys the kids get so excited. It's amazing to see."

And while the lasting legacy of ECL Choppers for Charity will be felt by families for many years to come, [REDACTED] says one of the most gratifying things about the fundraiser is to see the impact it makes on individual children.

"Every year the champion child from the hospital comes to speak to us at our customer appreciation event in April," she says.

"They speak about their life journey and what they've been through - the poise of these young kids is so inspiring to all of us. That's when we really feel the difference we can make and have made in these kids' lives."

#### **Calgary Exhibition and Stampede 4-H Rodeo**

While ECL Choppers for Charity forms a major part of ECL's community investment program, the company's efforts don't stop there. Having roots firmly planted in the agriculture business, ECL is also a major supporter of the 4-H Rodeo - a youth-oriented rodeo aimed at exposing Alberta youth to all facets of the sport including sportsmanship, skill, safety, sport medicine, attire and etiquette.

ECL sponsors the senior level events such as bull riding and barrel racing over the two-day rodeo hosted at the Calgary Exhibition and Stampede every fall. [REDACTED], executive vice-president and chief operating officer heads up the company's 4-H committee.

"We think the 4-H program is excellent for Alberta's youth," he says. "It's tied directly to agriculture which is where we started and where we still operate to this day. We also like that it's tied to the Calgary Exhibition and Stampede which is an outstanding organization that promotes Calgary and Alberta to the rest of the world."

ECL Group of Companies on your 60<sup>th</sup> anniversary.

We salute your longevity, growth, and commitment to the communities you serve, and look forward to our continued association.



## CONGRATULATIONS ECL

ON 60 YEARS IN BUSINESS!  
WE ARE PROUD TO BE YOUR DIGITAL  
OFFICE EQUIPMENT SUPPLIER.



**HAPPY 60<sup>TH</sup>  
ANNIVERSARY...**

**...TO ALL OUR FRIENDS AT ECL!**

Congratulations ECL Group of Companies Ltd on  
60 years of business. We are proud of your  
commitment to the communities  
we both serve.



Celebrating with ECL on their  
**60th Anniversary**

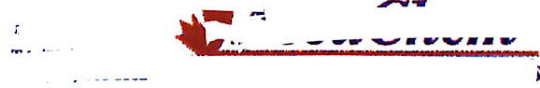
It has been a pleasure working with you and wish all  
the best in the years to come.

Canada wide network of 86 stores



*Congratulations to ECL*

We are proud to celebrate your success  
and your continued excellence!



**CONGRATULATIONS!**

To ECL for 60 years of superior  
service and commitment.



Congratulations to ECL on their  
achievements over the past 60  
years and all the best in the  
years ahead!







## Turning the Page

ECL plans to build on 60 years of success to innovate a successful future

When [redacted] and his brothers-in-law [redacted] and [redacted] founded Economy Carriers in 1947, they couldn't have imagined the company it would become. Sixty years later, ECL Group of Companies has faced numerous challenges, weathered economic downturns, practised innovation and creativity to capitalize on opportunities and built a reputation as a top-of-the-line company whose service is second to none. So, how does the company build on that solid foundation and create a company for the future?

[redacted] is ECL's president and CEO. His role is to provide leadership and guidance in setting the strategy and direction for the company into the future.

"There is a lot of history to look back on and a lot to be proud of," he says. "We've accomplished some major innovations and contributions to the industry. We can look back at that history, take the lessons we've learned and set a direction for the future."

According to [redacted], that direction is to focus growth and capitalize on opportunities that complement ECL's existing business.

"There is a lot of opportunity for growth out there," he says. "It's important to focus that growth by asking the right questions: Is it something within our core business? Is it something that will add value to our customers? Can we do it to our standards?"

Geographical expansion answers all of those questions in the affirmative and the company has been steadily adding new branch offices since opening the Edmonton office in 1973 including branches in Winnipeg, Man., Hay River, N.W.T. and Barrie, Ont. [redacted] also plans to open branch offices in British Columbia as its business continues to grow.

While expanding the company's horizons geographically makes sense, [redacted] sees focused growth within the parameters of its primary business streams.

"It's important to stick with what you do best. I would like to see us capitalize on our strengths in niche markets," he says. "That is where we can add value and augment or complement our existing business. If you can make a case to your customers, recognition comes in the form of additional business."

As the market continues to globalize, [redacted] says some of the ECL companies will expand their business across borders and across oceans.

"Our oilfield and chemical businesses will be doing more and more business internationally," he says. "In our liquids division,

the business is currently quite regional. I think we'll see that expanding coast to coast as our freight business has done."

[redacted], executive vice-president and chief operating officer says the transportation and logistics industry has undergone a great deal of change since the days he drove a truck and he suspects it will continue to do so.

*"We have always  
put a cap on the number  
of hours our drivers can work and  
have had a real focus on safety  
and quality of life  
for our people."*

"We're beginning to see more regulations and even more emphasis on safety by our customers," he says. "We have always put a cap on the number of hours our drivers can work and have had a real focus on safety and quality of life for our people."

Technology is another area that is driving change in the business.

"Technologically things are moving quickly," he says. "Electronic engine fuel systems, dispatch software, GPS and electronic logs are all helping to make the industry more efficient. I can only see that continuing as new advancements are made."

[redacted], vice-president of transportation sees a greater interaction with other transportation and logistics modalities in years to come.

"We are starting to see a greater interdependence with rail," he says. "Customers' businesses are changing and their needs are changing. They're looking for different solutions to meet those needs. It will require creativity and cooperation amongst organizations within the industry as a whole to provide the solutions our customers will need in the future."

The labour shortage, of course, will present one of the primary challenges for ECL in the coming years.

"People will be the biggest challenge, which is consistent throughout the market," says [redacted]. "We have tried to come up



***Congratulations ECL***  
***on your 60<sup>th</sup> Anniversary!***

**Congratulations**  
from the staff of Cummings Safety on  
your 60<sup>th</sup> Anniversary and wishing you all  
the best in the years ahead!

SPEC [redacted] S



Wishing ECL a Happy Anniversary  
as they celebrate 60 years of  
success and service.



Congratulations to ECL on their  
**60<sup>th</sup> Anniversary!**

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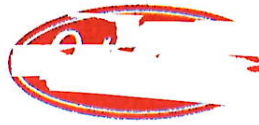


**CONGRATULATIONS ECL**  
**ON YOUR**  
**60<sup>th</sup> ANNIVERSARY**



*Congratulations on 60 years!*

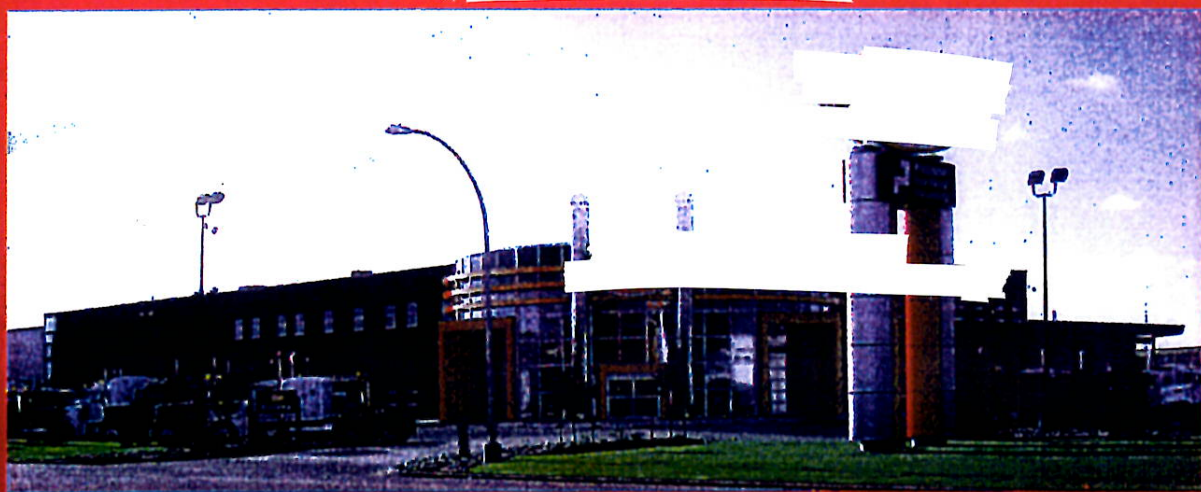
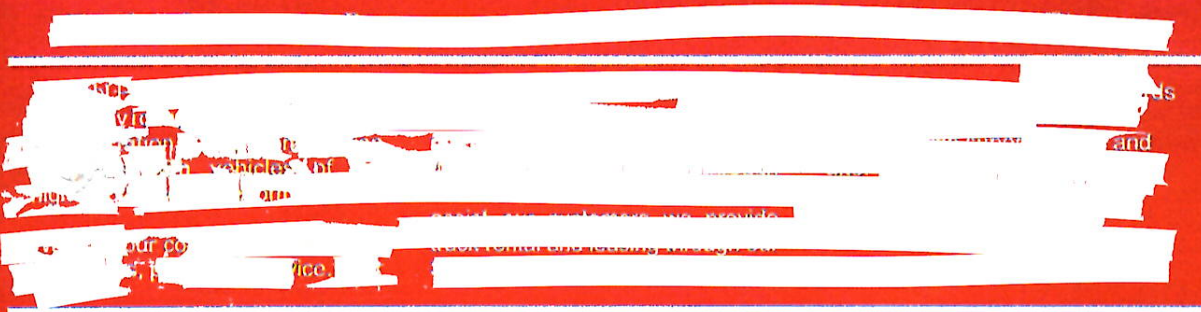
Is a proud partner with  
the ECL Group of Companies



**proudly contributes to the  
ECL Choppers for Charity program**

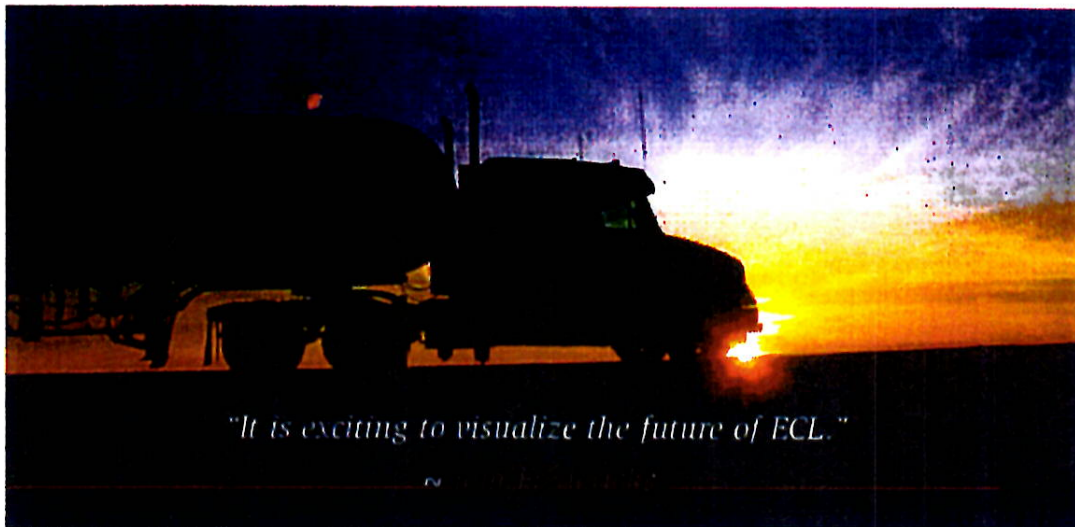
The funds raised by the annual campaign helps to support the Alberta Children's Hospital in Calgary and the Stollery Children's Hospital in Edmonton.

The money raised is used to purchase essential equipment, fund important research and support programs that help Alberta Kids.



Edmon





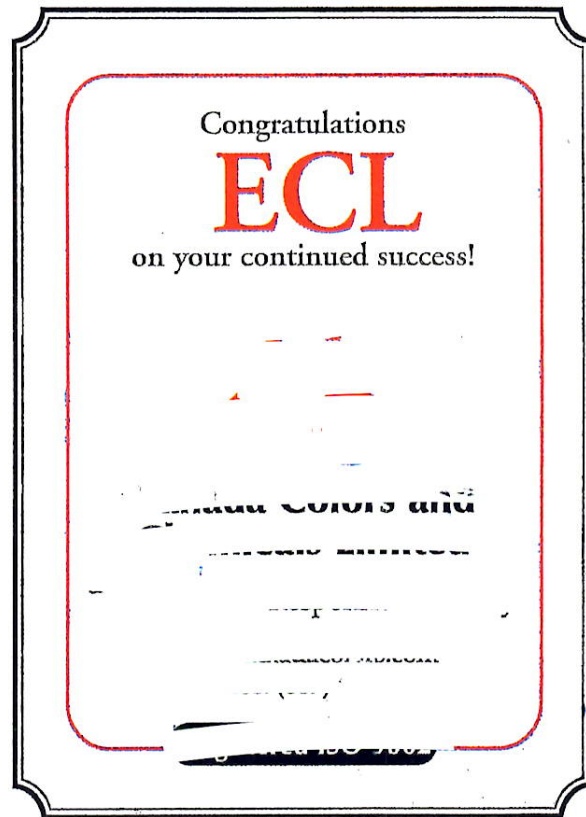
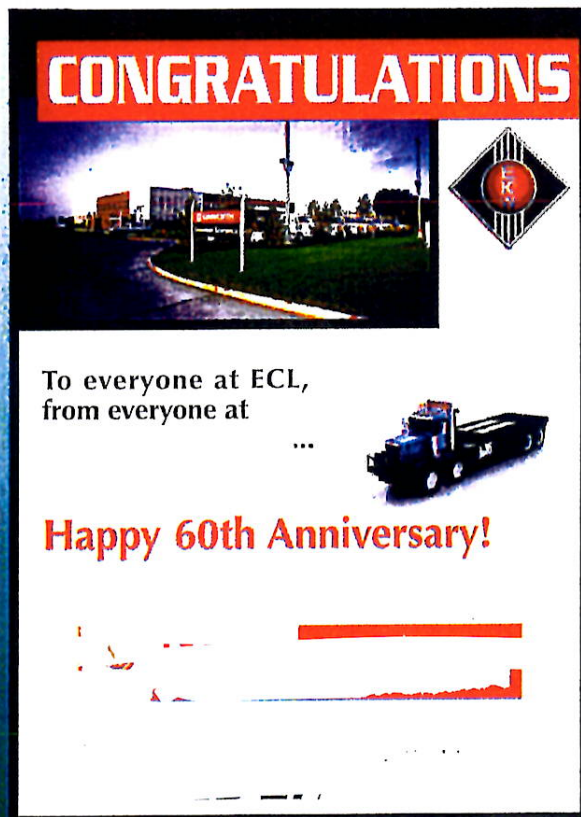
*"It is exciting to visualize the future of ECL."*

with strategies to recruit people and to do things a little differently - we spend just as much effort on retention because we want to keep the great people we have."

... says he hopes ECL's exceptional human resources and corporate culture program will help the company meet the labour challenge successfully. And, according to chairman of the board

..., whose father founded the company six decades ago, it's attracting and keeping bright young minds that will be the key to prospering in the next 60 years.

"There is a tremendous opportunity in young people - to invest in and work with their ideas in this new age," he says. "It is exciting to visualize the future of ECL." ●







# *It's all in the family*

*The ECL Group of Companies  
is 60 years strong,  
thanks to our family.*

We would have never made it this far,  
or be looking at such a promising future if it weren't  
for all the ECL employees, our family, who have  
contributed so much, for so long.

From the early believers 60 years ago, to those now  
taking us into the future, ECL employees are the  
backbone of the company. Their sense of ownership,  
commitment to customer service and dedication to  
excellence make ECL what it is today – a leader.

They say you can  
always count on family  
...and they're right!

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Feature

## RTL-Westcan acquires ECL

April 1, 2010

EDMONTON, Alta. - RTLWestcan Group of Companies has acquired the business and transportation assets of Calgary-based ECL Transportation Ltd. ECL has more than 60 years experience delivering bulk commo...

EDMONTON, Alta. -RTLWestcan Group of Companies has acquired the business and transportation assets of Calgary-based ECL Transportation Ltd. ECL has more than 60 years experience delivering bulk commodities and freight throughout North America.

"This acquisition significantly strengthens RTL-Westcan's leading market position in bulk commodity transportation in Western and Northern Canada and enhances the platform for RTL-Westcan to grow and better serve the needs of its customers," said [REDACTED], CEO of RTL-Westcan.

[REDACTED], president and CEO of ECL Transportation, will serve as president, while [REDACTED] will continue as CEO. [REDACTED] has been president and CEO of ECL since January 2004.

"RTL-Westcan and ECL are two premier companies in our industry. Our joining of forces brings together two very complementary organizations as ECL's service and geographic offering augments RTL-Westcan's current line of products," [REDACTED] said in a memo to staff announcing the deal.