



National Bus Trader

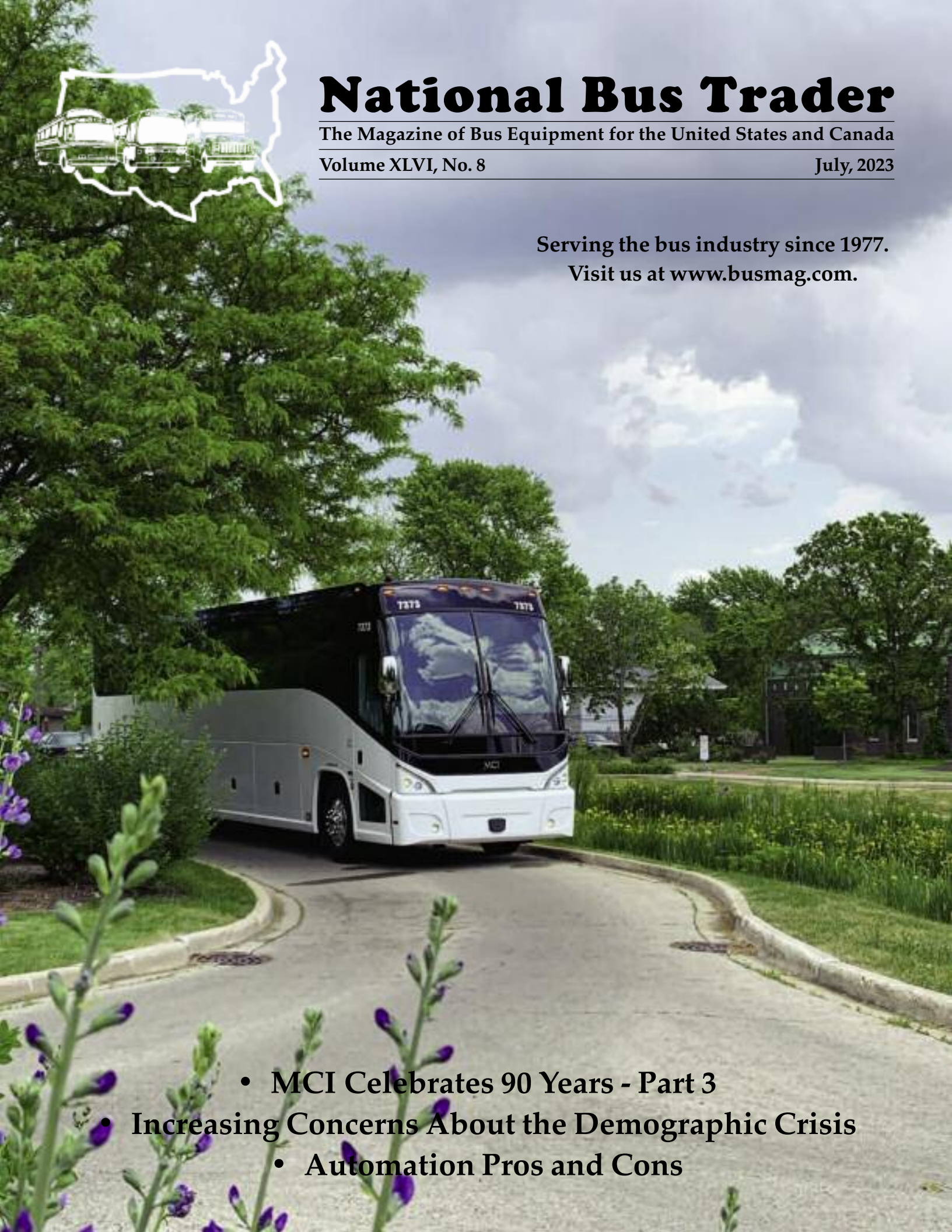
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- MCI Celebrates 90 Years - Part 3
- Increasing Concerns About the Demographic Crisis
- Automation Pros and Cons

Part One and Part Two of the Motor Coach Industries story appear in previous issues. This is Part Three that starts at about the turn of the century and brings us up to date.

New Century, New Achievements

As the century drew to a close, the fortunes of MCI turned positive with a new owner, expanded facilities, a new home for parts and a change in model numbers. In a move reminiscent of the "Perils of Pauline," the New York investment firm of Joseph Littlejohn & Levy acquired a controlling interest in the MCI damsel in distress from Consorcio Grupo Dina on June 16, 1999. In the next several months MCI would move forward in several areas.

Joseph Littlejohn & Levy discovered that their damsel in distress was also a damsel in debt since it was still saddled with the debt from the Dial Corp. spin off as well as the Dina debt. To their credit, JLL allowed MCI to invest \$40 million in Canadian dollars to improve and modernize the facility in Winnipeg to consolidate most manufacturing at that location.

Most of the investment was concentrated in two areas. The Fort Garry plant in Winnipeg got a 62,254-square-foot Coach Finishing Facility that included multi-stage paint booths that permit the sequential application of base and multi-color painting operations in a line. Also, as a sign of increasing interest, state-of-the-art equipment was acquired for coaches using decals for exterior graphics instead of conventional paint. One substantial area was dedicated to computer-assisted design of the decals as well as quality output. This same facility also handled the actual installation of the decals on the coaches.

In 2000, the management at MCI came up with a logical and long-term plan for their bus parts operation that would significantly improve customer service. With Standiford Field, the Louisville airport, being a hub for UPS, MCI elected to locate its new parts facility in that area. A 31-acre site was acquired in a new industrial park on the southwest side of Louisville and a relatively short distance from the airport.

When completed in 2000, the Louisville facility included the parts receiving, shipping and warehousing operation on one side and a large two-story office complex and training facility on the other side. In what was a smart move, the facility was built with future uses in mind. Initially much of the office space was empty, but long-term plans called for consolidating several MCI operations including customer service, training, aftermarket engineering, technical support and ERSA (Emergency Road Side Assistance) at this one location.

A new model numbering scheme was adopted at this time. In 1984 MCI starting

MCI Celebrates 90 Years

Part Three



by Larry Plachno

Photos from MCI or NBT Archives unless otherwise indicated

The new MCI J4500 model was introduced in 2001 as a "bread-and-butter" version of the popular and stylish E4500 model. Within a few years it had become the most popular coach on the market and has retained that title for many years. Hence, the new century can easily be called the J4500 years at MCI.

moving from their earlier single number model numbers (MC-1 through MC-9 plus MC-12) to a new model number scheme incorporating width, model letter and number of axles, like 102C3. Within a few years the width became less important when virtually everything went to a 102-inch width. The new model numbers introduced at this time incorporated the model letter with a number designating length. Hence the former 102DL3 became the D4500 and the former 102F2 became the F3500.

The year 2001 saw some extensive activity with new models. Undoubtedly the most important was the introduction of the new J4500 model. MCI customers liked the modern styling of what was now the E4500 model but asked for similar styling in more of a "bread-and-butter" coach. As a result, the MCI engineers came up with the model J4500 which retained the attractive styling of the "E" coach in a simpler package. It went into production in 2001 with Peter Pan Bus Lines taking delivery of the first coaches off the line.



April 23 of 2003 saw the new delivery center open in Winnipeg. With the return of production from Mexico, Winnipeg was delivering more coaches including some going to U.S. operators. A similar delivery facility had been in operation at the Pembina location for years.

By 2004, the J4500 became the most popular coach in the United States and Canada. It has retained that popularity ever since.

For those who ask, there has been no “H” or “I” model. The “H” was skipped because it was being used by another manufacturer. Likewise, the “I” was bypassed for fear it would get confused with the number 1 or a major computer manufacturer. As of this writing, the “J” model is the newest letter model introduced by MCI. Although both the “D” and “J” models would see several major improvements and variations in following years.

Another model going into production in 2001 was the 35-foot, two-axle F3500. It was built in Mexico and achieved some popularity as a conversion shell with about a third of production going to this use. Having decided to go with a length of 45 feet, Greyhound officially introduced their new G4500 coach in Dallas. It replaced older coaches in the Greyhound fleet.

Production facilities in Mexico officially closed on February 17, 2003 with all remaining production moving to Winnipeg and Pembina. At this time the E4500, J4500 and G4500 models were built at Winnipeg

while the “D” models were framed up at Winnipeg and trucked to Pembina for completion. Other projects completed at about this same time were a pre-delivery center and a brake dyno area. With this addition, the Fort Garry plant had a total of 836,553 square feet under roof.

The new delivery center in Winnipeg officially opened on April 23, 2003 when four coaches were delivered to Indian Trails. The 8,040-square foot facility was similar to the one at Pembina and had four bays. It allowed MCI customers to pick up their new coaches at Winnipeg where they could get basic information and a walk-through prior to departing. The facility featured a customer lounge and private offices as well as computer Internet connections.

In 2000, MCI's new and huge parts facility was built in an industrial park near Louisville. Since the UPS hub is located at the nearby Louisville Airport, this offered great shipping alternatives including some overnight deliveries. This shows the interior of the new facility with row upon row of bus parts.



In 2006, at the request of several scheduled service operators, MCI gave the “D” model a facelift with a more modern appearance. This resulted in somewhat of a split with the traditional models including the D4500 geared more towards the public sector commuter coach market. However, the D4505 model offered a newer design geared toward the private sector and scheduled service. The same variation was offered on the 40-foot D4000 and D4005 models.

Much activity in the following years was centered around the outstanding debt that MCI had been carrying. In 2004 MCI went through a debt refinancing that saw Franklin Mutual Advisors get involved and interested in the company. It was at this time that MCI and their financial partners began looking at the old debt, most of which had been piled on MCI during the 1993-1999 period. This required debt service that ranged from \$54 million to as high as \$80 million annually. In retrospect, MCI

deserves credit for being strong enough to survive these trials and tribulations while maintaining the leading market share in its industry. Companies with less staying power would have disappeared.

Much of the planning for the reorganization was completed in the first half of 2008. Even your NATIONAL BUS TRADER was involved in consulting and supplying information. The financial group decided that the best route to take was pre-negotiated Chapter 11 filing. Everything came together and the restructuring announcement was made on September 15, 2008. Franklin Mutual Advisors would replace Joseph Littlejohn & Levy as the primary source of funding for MCI.

MCI emerged from Chapter 11 on Friday, April 17, 2009 after a reorganization period of about seven months. Franklin Mutual Advisors became the company's majority shareholder through the conversion of third lean secured debt into common stock and the issuance of \$200 million in new preferred stock. The company also obtained exit financing from GE Capital.

MCI President and CEO Tom Sorrells commented: "This achievement also reflects the dedication of all MCI employees who continued their focus on delivering quality coaches and customer service during this period. We are also extremely appreciative of the outstanding support we received from our lenders and legal and financial advisors in this process." It was noteworthy that as MCI emerged from Chapter 11, they posted a market share of 60.2 percent, an increase showing a positive step for MCI, its staff, customers and vendors.



With production now centered at Winnipeg, the assembly line was busy turning out new coaches. November 7, 2011 saw the 6,000th unit roll off the E/J assembly line and get special exterior paint. By this time the J4500 had effectively replaced the E4500 model.

In 2009 MCI made some improvements to the J4500 model. Noteworthy was the move to wide ride suspension to give the coach better riding qualities. As the J4500 was improved, more E4500 operators began switching to the J4500 model.

On September 20, 2010, KPS Capital Partners took over a controlling interest in Motor Coach Industries. KPS Capital Partners did not walk into MCI blind. Much of the spring and summer of 2010 was spent obtaining extensive information on MCI before KPS made the final decision to get involved. Added to this is the fact that KPS previously purchased and turned around New Flyer Industries, also located in Winnipeg. New Flyer was acquired by KPS in

2002 and sold two years later to Harvest partners. In addition to growth in revenue and profitability, New Flyer improved in quality, delivery and customer service. Hence, KPS already had substantial experience in bus manufacturing.

Among the more important changes under KPS has been a \$5 million cash infusion and elimination of the old MCI debt. Under KPS, that debt is finally gone and MCI is in a much better cash position. It was also under KPS that the final stages of the consolidation in Louisville were taking place with additional departments being moved there.

MCI noted that their customers were increasingly interested in pre-owned and refurbished coaches because of the flat economy. As a result, they developed a pre-owned coach program in January of 2011 that provided three different levels of quality and even offered a limited warranty on some coaches. In addition, MCI emphasized its offerings in refurbishing and repowering pre-owned coaches. MCI's Loudonville facility was doing some major work in this area for customers. On November 7, 2011 the 6,000 unit rolled off of the E/J assembly line in Winnipeg. By this date the J4500 had effectively replaced the E4500 model.

In mid-2012, KPS orchestrated a partnership between MCI and Daimler. MCI would take over responsibility for the sale, support, service and parts for Setra coaches in the United States and Canada. This included both the Setra TopClass S 417 model and the ComfortClass S 407 model. Daimler also acquired a part ownership in MCI. Some of the Setra sales staff moved over to MCI to help with sales. In addition, MCI would take over the Setra Orlando facility located near Winter Garden.

Mid-2012 saw a new partnership between MCI and Daimler. MCI would take over sales, service, support and parts for Setra coaches in the United States. This included both the TopClass S 417 model as well as the ComfortClass S 407 model. Shown is the S 417 model.



The Setra coach was originally developed by the Kässbohrer family of Ulm, Germany, the same people who built the original Eagles. In December of 1984 the Setra coach was introduced to the United States and sold by the staff that also sold the Kässbohrer Piston Bully snow grooming equipment. Daimler later acquired the Setra products and merged them with Mercedes-Benz buses. They continued to sell the Setra coaches in America with their own staff until this partnership with MCI.

There was another round of improvements on the J4500 in 2013. Included was a major facelift. The J4500 continued to be the most popular coach in the U.S. and Canada. In 2014 MCI consolidated management and service facilities in the suburban area north of Chicago. When MCI ran out of room for corporate offices at the former Hausman building at 10 East Golf Road in Des Plaines, they moved about six miles west to a modern high rise office building at 1700 E. Golf Road. This was essentially across the street from the popular Woodfield Shopping Mall and somewhat removed from where the buses were located.

With the recent consolidation and expansion at the big parts facility in Louisville, some of the operations on Golf Road moved there. Included was the Technical Call Center and Emergency Road Side Assistance group that moved to Louisville. More recently, some of the accounting and customer service operations also moved to Louisville. This left a lot of open space at the Schaumburg office building and prompted a move to con-



Founded in 1930 in Winnipeg, Western Flyer originally built coaches. Shown here is a Western Flyer P-41 model that was built in 1963 for Eagle Bus Lines and was sold in somewhat the same years as the PD4106. It was photographed in 1979 while fueling at the company garage in Winnipeg.

solidate the Chicago executive and service facilities in one building.

The new location is at 200 E. Oakton Street in Des Plaines. This is just north of O'Hare International Airport and almost across the street from the former location of Universal Coach Parts at 105 E. Oakton Street. It offered approximately 80,000 square feet under roof. About 20,000 square feet at

the front west and front center of the building is office space. The remaining area of about 60,000 square feet is used for service operations and is basically in an "L" shape at the front east and rear of the building. Behind the building is a large outdoor lot for bus parking.

When you pick up parts you will find the parts entrance on the east side of the building adjacent to the railroad tracks. If you are bringing your coach for service, the service entrance is located along the front of the building near its east end. Service facilities include two wash racks, two full-service pits for oil changes, a state-of-the-art paint booth plus a well-appointed driver's area with television, WiFi and refreshments.

New Flyer Acquires MCI

On November 10, 2015 New Flyer announced that it had acquired Motor Coach Industries International for \$455 million. This also eliminated the Daimler investment in MCI. The news release indicated that management at New Flyer had been thinking of doing something like this for ten years but the timing was not right. Both companies were founded in Winnipeg within months of each other but New Flyer decided to concentrate on transit buses while MCI decided to concentrate on motor coaches. The announcement indicated that MCI had a total of about 1,500 employees of which about 900 were in Winnipeg.

At this point our history finds it necessary to fork in two directions. We will start out by providing a brief overview of New Flyer and its additional acquisitions in the next few years. Then, we will return back to MCI

For several years, operations in Chicago had been split between the former Hausman Bus Sales facility at 10 East Golf Road in Des Plaines and space in a high rise office building at 1700 East Golf Road across from the Woodfield Shopping Mall. Moving some of the operations to the new Louisville facility opened up enough space so that remaining operations were consolidated into this one location at 200 E Oakton Street in Des Plaines. This new facility includes offices, service and parts under one roof.



to look at the years after 2015 when MCI was heavily involved in improvements to its models as well as moving into new power trains.

New Flyer Background and Acquisitions

The following is a condensed version. For those seeking more information on New Flyer and its acquisitions, we recommend that article in the August, 2019 NATIONAL BUS TRADER.

Western Auto & Truck Body Works was founded in 1930 in Winnipeg, Manitoba by John Coval. He had previously been employed by the Standard Carriage Company where he learned to build bus bodies for fitting on chassis that were commercially available. The company started with a staff of five who concentrated on building bus bodies that were mounted on chassis that were currently on the market. In 1937, the company began building complete buses that were partially styled after the current Yellow Coach products with a flat front and front engine. This conventional design was popular in places with dusty or unpaved roads. In addition to buses, the company continued to build bus bodies and other vehicles.

The Western Flyer name was first applied to a newly-designed, 28-passenger intercity coach in 1941 and soon became popular. Expectedly, bus production ceased in 1942 and 1943 when the plant was used to build truck bodies for the war effort. Coach production continued after the war with smaller Western Flyer coaches. Increasing popularity of those models prompted the company to



New Flyer was a Canadian pioneer in zero-emission buses and built a large number of trolley buses. Shown here is one of 50 E800 trolley buses that went to Boston. That door on the left side permitted operation at a station platform.

change its name to Western Flyer Coach, Ltd. in 1948. Longer T-40 and T-36 models were introduced in 1949 and 1950.

As with other coachbuilders, the introduction of the General Motors PD4104 in 1953 and Greyhound's Scenicruiser in 1954 presented tough competition. In 1955 and 1956 Western Flyer did build four deck-and-a-half coaches imitating the Scenicruiser design, but they had front mounted gasoline engines. The new Canuk model with a rear

engine was introduced in 1955 and eventually replaced the older models.

Founder John Coval remained in control until 1963 when a group headed by A.J. Thiessen, who owned several bus lines, took over. An improved Canuck model 500 was introduced in 1964 that looked much like a PD4104 or MC-5. An improved Canuck model 600 with a length of 38 feet was offered in 1967 and updated in 1968 as the model 600A. While the model 600A was mechanically sound, it was difficult to sell because of the GM competition. One source indicates that New Flyer only sold 693 coaches between 1945 and 1968.

Faced with difficulties in selling coaches, the Thiessen management made a virtual overnight transition to move from an intercity coachbuilder to a transit bus builder. A demonstrator city transit bus was built in 1967 as the D700 that offered a multi-pane window similar to the GM "New Look" design. A matching demonstrator trolley bus was built in 1968 as the E700. In 1970 the D700 design was licensed to AM General where it was modified and then put into production at Mishawaka, Indiana. More than 5,000 units were built under the Metropolitan name.

In 1971 the Manitoba Development Corp. acquired 74 percent equity in the company and changed its name to Flyer Industries Limited. The company did well by developing a meaningful market share in Canada as well as selling trolley buses in both Canada and the United States.

Den Oudsten Bussen from the Netherlands took over in July of 1986 in an

Today, New Flyer offers a wide range of transit buses including both conventional length as well as articulated units. In addition, New Flyer has become a leader in zero-emission buses including both battery-electric and hydrogen fuel cell power. Shown here is an articulated model powered by a hydrogen fuel cell.



arrangement where they purchased the company for \$1 million and agreed to invest more than \$2 million. At this time the company name was changed to New Flyer Industries. Under Den Oudsten the company exploded with new designs and technology and became a leader in the North American Transit industry.

In 1991 New Flyer developed North America's first low-floor transit bus. Following that, New Flyer moved ahead with alternative fuels and new designs. It developed the first compressed natural gas (CNG) bus in North American and the world's first hydrogen fuel cell bus in 1994. A low-floor articulated model was added in 1995.

KPS Special Situations Fund purchased a controlling interest in New Flyer in 2002 and provided funds to recapitalize the company. After the upgrades, ownership passed to Harvest Partners and Lightyear Capital in late 2003. Less than two years later, New Flyer became a publically traded company on the Toronto Stock Exchange. Since then the New Flyer product line has been substantially expanded with new power options, including zero emission battery-electric and hydrogen fuel cell buses, new technology and expansion into new facilities in Anniston, Alabama as well as St. Cloud and Crookston, Minnesota.

ARBOC Specialty Vehicles

Another acquisition by New Flyer was ARBOC Specialty Vehicles. Most small, cutaway, and shuttle buses are built on conventional chassis typically offering two



ARBOC Specialty Vehicles specializes in low-floor smaller buses that only require a ramp to handle mobility devices. They also offer flat front buses with more of a transit appearance. ARBOC has become a leader in smaller low-floor buses for the handicapped.

rails above two axles and a power train. The most popular chassis builders including Ford, GM/Chevrolet, Freightliner and the newer Sprinter, Ford Transit and Dodge Ram chassis. Because of their height off the ground, they typically offer a wheelchair lift to meet ADA requirements. ARBOC Mobility originally began producing these buses in 2008 with the express intention of building them with low floors in order to use ramps instead of lifts for mobility devices.

Their first bus model was the Spirit of Mobility. Later the product line was expanded with the Spirit of Liberty, the Spirit of Legacy, the Spirit of Independence, the Spirit of Freedom and the Spirit of Equest. While most have cutaway styling, ARBOC does offer a flat front bus that has more of a transit appearance. ARBOC Mobility merged with All American Specialty Vehicles in 2011 resulting in a name change to ARBOC Specialty Vehicles. New Flyer purchased ARBOC in late 2017.

Alexander Dennis

On May 28, 2019, NFI Group announced their acquisition of British bus builder Alexander Dennis. This brought Alexander Dennis into the same family as New Flyer, Motor Coach Industries (MCI) and ARBOC, thus creating a market-leading global bus and coach manufacturer. Each of the companies is a leader in its own area. New Flyer is the leader in Canadian and U.S. transit bus production while MCI holds that same title with coaches. ARBOC is the leader in U.S. and Canadian low-floor shuttle buses. Alexander Dennis is the leading bus builder in the United Kingdom and also the global leader in double-deck bus production.

Since it is impossible to present a thorough history of Alexander Dennis briefly, we will condense it considerably. Again, for more detail the reader is directed to the article in the August, 2019 issue of NATIONAL BUS TRADER. Alexander Dennis is a combination of several underlying companies. Here is a very brief background on some of the major components.

Production at Alexander Dennis is so diverse that it would be impossible to find any one model that was typical. In addition to being the largest bus builder in the United Kingdom, Alexander Dennis is also the largest double-deck bus builder in the world. Shown here is an electric double-deck bus that Alexander Dennis is building in the United States.



Dennis Brothers is the oldest of the components. It was founded in Guildford, England in 1895 by John and Raymond Dennis who started building motorcars in 1901. The company went public in 1913 and started building bus chassis following World War I. They became a leader with double-deck buses during the Depression years of the 1930s. Following World War II the company concentrated on chassis, buses and fire engines but decided to quit building buses in 1965. Bus production resumed in 1977 and

the company expanded bus production, acquired other operations and became a leader with double-deck buses.

Walter Alexander Coachbuilders traces its history back to 1913 to a bus route in Scotland. Along with other companies, it became part of the Scottish Motor Traction Company in 1929 but was reestablished as a private body builder in 1947. It became a well-known bus body builder of regular, low-floor and double-deck units. Through a com-

plex arrangement, Alexander as well as another body builder named Plaxton were joined with Dennis.

Alexander Dennis and New Flyer announced a joint venture in 2012 for medium-duty, low-floor buses for the North American market. Alexander-Dennis later began building a new models at Nappanee, Indiana for sale on this side of the Atlantic.

Recent MCI Achievements

Since joining the NFI Group, MCI has been particularly busy with new technology in developing and improving models and power systems. MCI introduced their new D45 CRT LE model at the APTA Expo in 2017. This was important from an evolutionary standpoint since it had both a conventional front as well as a curb level center door and hence offered a coach that transported mobility devices without the need of a lift. The second reason for its importance is that it started the move of MCI's "D" series "Legacy Models" to the new technology and new design. We will provide more on this later.

The new 35-foot J3500 model was introduced in 2018. It offered the same look, width and height of the popular 45-foot J4500 model but had a length of only 35 feet with two axles. It has all of the big coach amenities and features but is geared for groups of up to 44 passengers. In addition, the J3500 has numerous parts in common with the J4500 model to make maintenance and service easier.

Particularly noteworthy is that MCI developed a battery-electric coach originally known as the J4500e but later as the J4500 CHARGE™. A prototype was already testing in late 2018 (see the February, 2019 issue of NATIONAL BUS TRADER). This started MCI on developing battery-electric versions for popular models. On October 1, 2019 a battery-electric version of the new D45 CRT LE low-entry coach was introduced at the MCI Reliability Symposium at the Bay Area MCI Sales and Service center. Battery-electric power trains will be offered on additional MCI models in the future.

Also in 2018, MCI discontinued sales and service of the Setra coaches. They moved briefly to REV Group before the Daimler people once again put together their own sales and service group.

Introduced in 2017, the new D45 CRT LE represented a major technology and appearance improvement in the "D" product line. The previous "D" models date back to 1992 and have come to be called the Legacy Models. The five models included in this group are the D4000, D4500, D4005, D4505 and D4000 ISTV - this last being MCI's Inmate Security Transportation Vehicle used by police and

MCI's introduction of the new D45 CRT LE marked a revolutionary change in bus design. The addition of a lower-level center door makes it possible for mobility devices to enter and leave using a ramp. This eliminates the need for a lift on a coach, speeds up operations and simplifies things for the handicapped.



MCI introduced their new 35-foot J3500 model in 2018. It uses the same styling and many of the same parts as the popular 45-foot J4500 model. With two axles and a smaller engine, it is an economical way to transport smaller groups with big coach amenities.



government agencies to securely transport inmates. These models are being upgraded to the new generation appearance and technology introduced by the D45 CRT LE.

The five new models include the following. The D4520, that started production in 2021, effectively replaces the D4505 and will be available with either clean diesel or battery-electric power. It is geared for private coach operations like scheduled routes where durability is important. Next is the D4020 that becomes the replacement for the D4005 and is the 40-foot partner to the new D4520.

In production in 2021 is the new D45 CRT, a 45-foot high-level coach designed especially for commuter rapid transit applications. It will replace the D4500 in the Legacy Model product line. The D45 CRT will not have the lower level of the D45 CRT LE but will be available with clean diesel, battery-electric and CNG power. A companion 40-foot D40 CRT will be available for commuter rapid transit applications and will replace the D4000 in the product line. There will also be a new Inmate Security Transportation vehicle known as the D4020 ISTV. It will be based on the new D4020 model, be offered with clean diesel power and will be available with several different security interiors for private or public operators.

“D” model coaches will follow the old tradition of being framed up in Winnipeg and then will be trucked into the United States for completion and compliance with Buy America provisions. With the movement away from the Legacy Models and to new technology, the new “D” series coaches will be completed at either of the two New Flyer facilities in Minnesota – Crookston or St. Cloud – that are better equipped for this. The MCI facility in Pembina was shut down at the end of 2022.

The pandemic hit shortly after MCI, ARBOC and Alexander Dennis joined the NFI Group. Hence, in late July of 2020, NFI began an initiative called “NFI Forward” to integrate the new operations, respond to the pandemic and create savings by better use of facilities. There would also be savings from restructuring Alexander Dennis locations in the UK. All product lines were being improved and expanded. With MCI this involved both the introduction of battery-electric coaches as well as the transition of the Legacy “D” Models to the new design and technology. There have also been improvements in parts and service facilities to better serve customers.

After opening its San Francisco Bay Service Center in 2017, MCI decided to better serve its customers on the West Coast. Hence, MCI’s Southern California facility is moving to its new and more convenient location in Los Angeles, which was expected to open in March, 2023. In addition, MCI is



MCI is a leader in moving to zero-emission battery-electric coaches. Shown here is the new all-electric J4500 CHARGE model that is already in production. Eventually, most of the MCI coach product line will be available with zero-emission battery electric power.

planning to open a new service center facility in Seattle, Washington later in 2023.

As MCI celebrates its 90th anniversary, several things are noteworthy. MCI has now been the leading coachbuilder in the United States and Canada for decades in spite of numerous ownership changes over the years. It is one of the few companies that

have built coaches in three countries. NFI group can now claim to have the largest coach and transit bus manufacturing companies in the United States and Canada as well as largest bus builder in the UK and the largest double-deck bus builder in the world. We enjoyed putting this article together for our readers and hope that you enjoyed it. □

The entire MCI “D” model line is being improved and upgraded with the features developed for the new D45 CRT LE. Shown here is the new D4520 model that includes the new design and features. Other “D” model coaches will also be upgraded like this.



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