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**Pg. 23**

**Shortages in Drivers,  
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A close look at the vaccine mandate, driver shortage, and how you can help the industry today and tomorrow.

**Pg. 20**



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**private**  
MOTOR CARRIER

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## On This Ride Together

“ **WE HAVE BEEN ON A RIDE (NO PUN INTENDED).** Our industry has gone through many ups and downs in the last month and over the past two years. But one constant in all the uncertainty is the unwavering dedication of our members as an ‘essential service.’

When our industry was deemed ‘essential’ two years ago, this badge of honour kicked our industry’s presence – on and off the road – into high gear. The *#thankatrucker* movement was monumental and the stories of drivers looking out for their customers, communities and fellow drivers brought the industry’s deep-rooted sense of community into a prominent spotlight for the world to see.

Then the Freedom Convoy happened, and the world saw events that shed a very dark light on our industry and gave a platform to some minority groups with an agenda that took over the original reason for the convoy. We heard from many on the ground in Ottawa who indicated the majority of people there that were truckers were polite, respectful and peaceful. Some even bought food to replace what was taken from the Shepherds of Good Hope, cleaned the Terry Fox Memorial, and guarded the Tomb of the Unknown Soldier. Unfortunately, the inexcusable acts of hate language and racist flags and signage from a minority group overtook that. In addition, the three-week occupation and the border closures disrupted many people’s lives and should not have been allowed. There is much damage to repair in Ottawa and beyond; however, the bright light that continues to shine through the darkest of days – whether it be the protests, a pandemic, or politics – is Canada’s private fleets and professional drivers.

The Private Motor Truck Council of Canada (PMTCC) is honoured to serve our members and industry. The foundation of our Association is the community that brings us all together – and our resources, programs and serves our industry today and in the future.

Join us for three days of learning, networking, and celebrating our community at the 2022 PMTCC Annual Conference, taking place on June 8-10 in Niagara Falls, ON. We have all experienced achieved so much, individually and collectively – especially in the last couple of years; let’s immerse ourselves in all the good things to come from this event and continue to ‘ride the wave’ together. ”

**Mike Millian, President**



**Mike Millian**  
PRESIDENT

## We are a Family

“ **PMTCC’S 2022 ANNUAL CONFERENCE TAKES PLACE FROM JUNE 8-10** at the Crowne Plaza-Fallsview, in Niagara Falls, ON, with an extensive line-up of educational seminars and PMTCC awards programs that honour and support us – as members, drivers, and professionals – in this rewarding industry.

The past couple of years have had a significant impact on our industry and beyond. This year’s Conference will speak to the issues our industry is presently facing and provide attendees with the knowledge, tools and resources needed to create a successful and resilient future.

Throughout the three-day event, we’ll also be recognizing and celebrating select members through the PMTCC awards programs. These individuals have risen to the call – as an essential service, employee, safety & health representative, communicator, provider, supporter, and driver – to serve businesses and communities across North America. It will be an absolute honour and privilege to connect with these individuals, hear their stories, and dedicate the time to say thank you.

At the PMTCC, we are a family, and the Annual Conference is our connection to home. Register today at [www.pmtcc.ca](http://www.pmtcc.ca) and be a part of this rewarding event and celebrate the strength and resiliency ” of our community.

**Jim Dimech, Chairman**



**Jim Dimech**  
CHAIRMAN



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# PMTCC 2022 ANNUAL CONFERENCE

June 8-10, 2022

Crowne Plaza Niagara Falls

## You're Invited to the 2022 PMTC Annual Conference

On behalf of the Private Motor Truck Council of Canada (PMTCC), I am pleased to invite you all to attend the 2022 PMTC Annual Conference, taking place from June 8-10 at the **Crowne Plaza-Fallsview, in Niagara Falls, ON.**

This three-day event is recognized as one of the best educational and networking events for the transportation industry – and this year's event will be the best one yet.

This year's Conference offers a line-up of seminars, including Trucking Risk Assessments & Root Cause Workshops, Commercial Vehicle Driver Safety – Survey on MELT Impacts and Drug & Alcohol Screening Programs, and Issues in Human Rights and Health & Safety. And after two years of hosting the event virtually, we are looking forward to gathering with industry friends and supporters in person again.

The Conference will kick off in the afternoon of June 8th, with the Annual General Meeting for the membership. That evening, the PMTC Young Leaders Group will host our annual Pre-Conference Cocktail Reception for conference sponsors, speakers, the PMTC Board of Directors, all registered conference attendees, and PMTC

Young Leaders Group members. The reception will be held in the *Sponsors Exhibitors' Showcase* area to provide more value to our Conference partners and attendees.

On June 9th, starting at 8 a.m., the educational portion of the conference will begin and continue into the 10th. In the mix will be the PMTC Awards Program and several networking opportunities.

See pages 10-12 of *Private Motor Carrier* to view the full line-up of seminars, scheduled awards programs, and registration information.

For more information on the 2022 PMTC Annual Conference, to register as an attendee, or learn more about this year's sponsorship opportunities, please visit [www.pmtc.ca](http://www.pmtc.ca) or contact Annette Kieft at [info@pmtc.ca](mailto:info@pmtc.ca) or 905-827-0587.

Thank you for your time, consideration and support – we look forward to seeing you there!

**Jim Dimech, Chairman**

*Private Motor Truck Council of Canada*



# PMTCC 2022 ANNUAL CONFERENCE

June 8-10, 2022  
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## AGENDA

### ▼ JUNE 8

3:30-4:45 p.m.

#### ANNUAL GENERAL MEETING FOR MEMBERS ONLY

- Financial report – PMTC Treasurer Steve Lawn
- Young Leaders Group Report – YLG Chair Matt Richardson
- PMTC Year in Review – PMTC President Mike Millian
- Election of Directors for 2022-23
- Truckers Against Trafficking Presentation – TAT Training Specialist and Survivor Liz Williamson

5:00-7:00 p.m.

#### TKI/YLG PRE-CONFERENCE COCKTAIL RECEPTION

Last year, over 200 attendees kicked off our Annual Conference in the sponsor exhibitor area, networking with one another while sipping on complimentary cocktails. This event is a great Conference kickstarter, where you can see the latest in products and services available to the industry and network with old and new colleagues alike. This Cocktail Reception event is free to all Conference registrants.

### ▼ JUNE 9

7:00 a.m.

Registration and Coffee

8:00 a.m.

Seminar I

#### A LEGAL UPDATE

You will want to ensure you are in your seat early to catch the kick-off of the educational portion of our 2022 Conference. Our first Seminar will provide us with an insightful presentation on the legal changes that have occurred in the transportation industry in the last year, and some that are on the horizon. How will they impact your operations going forward? The Legal Update has become an annual topic at our Conference and one of the most popular seminars, always having a full and engaged room. We are thrilled to have Heather Devine, Partner at Alexander Holburn-Beaudin & Lang LLP, providing her insightful and engaging update again this year.

*\*Conference agenda and schedule subject to change without notice.*



**8:45 a.m. Seminar II**

**INTRODUCTION TO THE 2022 PMTC CANADIAN BENCHMARKING SURVEY, SPONSORED BY OTDS**

In this seminar, Tom Moore, National Private Truck Council (NPTC) will provide us with an overview of the 6th Annual PMTC Canadian Benchmarking Survey. The PMTC, in collaboration with the NPTC, reintroduced their Benchmarking Survey in 2017, which is now an annual survey provided free to PMTC members – thanks to the sponsorship of The Ontario Truck Driving School. Tom will also update the audience on new and upcoming regulatory items occurring south of the border. As many Canadian carriers operate in the U.S., this Seminar will prove to be a timely and informative update for members and non-members alike.

**9:30-10:00 a.m. Networking Break**

**10:00 a.m. Seminar III**

**TRUCKING RISK ASSESSMENTS & ROOT CAUSE WORKSHOPS**

In this Seminar, Michelle Roberts, Director of Stakeholder & Client Engagement, and Charlie Charalambous, Coordinator of Research, Stakeholder & Public Relations, with IHSA will share risk assessments and solutions that were developed when IHSA gathered collaborated with industry professionals for the Root Cause Analysis workshops: to determine top health and safety risks and practical solutions. The presentation will focus on the top 10 health & safety risks, top 10 root causes of driver fatigue, and top 10 root causes of yard safety issues. Michelle and Charlie will also discuss how the IHSA can help the industry with road safety solutions.

**10:45 a.m. Seminar IV**

**HOW TO EXECUTE & OVERCOME CHALLENGES WHEN IMPLEMENTING CONNECTED CAMERAS WITH TELEMATICS**

Have you considered implementing connected cameras to help improve efficiency in your fleet, as well as mitigate your fleets risk & exposure? In this session, John G. Smith, Vice President of Editorial with Newcom Media, will moderate a panel of two telematic suppliers and two fleet executives who worked together to implement these devices and technologies into their fleets. With the panel, John will delve into challenges when implementing connected cameras and what has been achieved. The panel will also delve into how the cameras can be used to exonerate fleets and drivers from wrongdoing in nuclear verdicts.

Confirmed on the panel are Marc Moncion, VP of Safety, Compliance & Regulatory Affairs with Fleet Complete; Dwayne Primeau, President of Northern Business Intelligence; and Steve Lawn, Fleet Manager of Commercial Fuels for Parkland Corporation.

**11:30 a.m. Exhibitors' Showcase**

Visit with our Conference exhibitors and network with fellow registrants. Meet old friends, make new ones, and see products and services that can make your fleet more effective.

**12:15 p.m. Luncheon**

**PMTC – CPC LOGISTICS CANADA DRIVER HALL OF FAME**

Every year, we induct up to four professional drivers who have compiled outstanding safety records over the course of their career. Recognizing their individual achievements is always a conference highlight. Please join us and help honour the deserving drivers who will be inducted into the Hall of Fame for 2022!

**RICK AUSTIN MEMORIAL DISPATCHER OF THE YEAR AWARD, SPONSORED BY CPC LOGISTICS CANADA**

Right after the conclusion of the Hall of Fame Inductions, we will present our 5th annual *Rick Austin Dispatcher of the Year Award*. Dispatchers are an integral part of any fleet, and one that is often overlooked. Help us recognize this year's recipient, and honour Rick's memory.

**1:30 p.m. Seminar V**

**ON THE ROAD TO THE ELECTRIC TRUCK**

In this seminar, attendee's will be provided with a vast amount of knowledge on best practices in electrification of the transportation industry. Moderator Theresa Cooke, VP, Smart Infrastructure Sales & Country Business Development with Siemens will guide a panel discussion on such topics as experiences & lessons learned in fleet electrification, pain points and obstacles, where to start and how to get started, and case studies that demonstrate key challenges. Our panel includes representatives from fleets who have deployed electric vehicles, a technology provider, a financier of electric vehicle deployment, and a member of the North American Council for Freight Efficiency. This panel brings together a wealth of knowledge to help answer your electric vehicle questions!

**2:15 p.m. YLG EDUCATION BURSARY AWARDS**

One YLG member and one Mohawk student from the Mohawk Supply Chain Management Program will be awarded the *2022 YLG Education Bursary Awards*. Recipients receive the funds to complete two of the four courses needed to complete the *PMTC Logistics Management Graduate Program*. The courses are sourced through the CITT library of logistics.

**2:30-2:45 p.m. Networking Break**

*\*Conference agenda and schedule subject to change without notice.*



2:45 p.m.

#### Seminar VI

##### COMMERCIAL VEHICLE DRIVER SAFETY-SURVEY ON MELT IMPACTS AND DRUG & ALCOHOL SCREENING PROGRAMS

Dan Mayhew, Sr. Research Scientist & Advisor with the Traffic Injury Research Foundation, will take attendees through the results, as well as the implications, from two surveys TIRF conducted on behalf of the Ontario Ministry of Transportation. The first survey, conducted of trucking company executives, probed into Drug & Alcohol testing polices, and explored frequency of use in drivers. Dan will discuss the results and potential ramifications/solutions.

The second survey was conducted on Class A drivers in the province that had gone through the Mandatory Entry-level Training Program, and asked drivers how well they felt the program prepared them for the industry. The information may be very enlightening for those who attend.

3:30 p.m.

#### Seminar VII

##### ALTERNATIVE FUELS VEHICLE TECHNOLOGY – PATH TO NET ZERO EMISSIONS

John G. Smith is back to moderate another timely and informative panel. In this panel, John is joined by Adam Whitney, VP with Cummins Inc., and Jacques Dostie, Electronic National Sales Manager with Volvo Trucks Canada. John and Jacques will discuss alternative fuel technologies to fossil fuels that are in the works at each of their companies. They will discuss electricity, natural gas and hydrogen; where we are now and where we may be with short- and long-term plans and viability; and what may work best in each sector. If you have questions about alternative fuels and the best fit to achieve a path to net zero emissions in your fleet, this is the place to be!

4:15 p.m.

#### Exhibitors' Showcase

Another opportunity to network with your peers, continue conversations, and visit with exhibitors during our reception before the Chairman's Dinner.

5:30 p.m.

#### Chairman's Dinner

##### PMTC – AVIVA PRIVATE FLEET SAFETY AWARDS

Recognizing private fleets with exceptional safety records is an important part of the Conference. Join us for the presentation of the *2022 Private Fleet Safety Awards* and dine with the private fleet community.

##### PMTC – KRTS DRIVER TRAINING SCHOLARSHIP

One lucky PMTC member will receive the funds to cover a 200-hour TTSAO or PTDI Certified Professional Truck Driver Training course.

## ▼ JUNE 10

7:30 a.m.

#### Registration and Coffee

8:00 a.m.

#### Breakfast

##### PMTC – 3M VEHICLE GRAPHICS AWARDS

Following breakfast, you'll be treated to a video display of some of the best truck graphics to be found anywhere. These fleets are proud of their image and so they should be. Always a highlight of the Conference!

9:15 a.m.

#### Seminar VIII

##### AN UPDATE ON DRUG & ALCOHOL TESTING IN CANADA IN 2022

In this Seminar, Dr. Melissa Snider-Adler, Chief MRO with DriverCheck Inc., will provide an overview of substance use in Canada as well as the impacts the pandemic has had on usage. Dr. Snider-Adler will also review current options for testing in Canada and changes to the DOT drug testing options; discuss hair testing and its place in the testing environment; oral fluid testing and overall testing trends in Canada.

10-10:15 a.m.

#### Networking Break

10:15 a.m.

#### Seminar IX

##### ISSUES IN HUMAN RIGHTS AND HEALTH & SAFETY

Human rights and health & safety are challenging areas of the law for employers, particularly in the trucking industry. In the last two years, this has become even more challenging with the pandemic, exasperated by vaccine mandates as well as COVID testing requirements for employers. Inna Koldorf, Partner, and Justin Diggle, Counsel, with Miller Thomson LLP, will cover these topics and explore drug/alcohol testing and workplace harassment and violence. As always, you will have the opportunity to ask your own questions at the end of the presentation.

11 a.m.

#### Seminar X

##### EMBRACING THE RISK MANAGEMENT REVIEW

We close the Conference with a panel that explores the role a risk specialist can play in helping fleets understand and control their risks. Moderating this panel is Leanne Drummond from CPC Logistics Canada. The panel consists of Scott Creighton from Northbridge Insurance, Kevin Dutchak from Sovereign Insurance, Lisa Arseneau from Staebler Insurance Brokers, and Gerald Carroll from Wesbell Logistics. These fleet and insurance industry representatives will discuss significant loss exposures that fleets may not be aware of, and how to address them. These risks will be discussed from a risk reviewers' perspective, as well as the fleets perspective, and how they benefitted from a risk review, and implemented polices to address shortcomings and reduce their risk. The information in this panel will be of value to any fleet that is looking to raise the bar in safety.

11:45 a.m.

#### Closing Remarks/Conference Adjourns

*\*Conference agenda and schedule subject to change without notice.*





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**Gerald Carroll**  
National Manager, Safety & Compliance



*Zavcor Trucking Limited has transitioned to TKT Fleet Technologies as of 2022 and are thrilled with our decision. Geotab has a user-friendly interface that is easy to navigate and train. The customer service from TKT has been unmatched, and the commitment from their team has been a much-needed change from our previous provider.*

*It has been a pleasure to work alongside such great industry professionals. We recommend TKT for your E-Log compliance needs.*

**Bill Lipsit**  
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# PMTC 2022 Awards Season Opens

The 2022 Private Motor Truck Council of Canada Awards Program is now open for entries. Each year, the PMTC teams with member companies to celebrate the *Best in Trucking* through the presentation of awards that recognize excellence in trucking.

The Awards are presented during the 2022 PMTC Annual Conference, taking place at the **Crowne Plaza-Fallsview**, Niagara Falls, ON, from **June 8-10**.

Award information and competition entry forms are available online at [www.pmtc.ca](http://www.pmtc.ca). Deadline to enter is April 30, 2022.

## The 2022 Awards Program includes:

### THE RICK AUSTIN MEMORIAL DISPATCHER OF THE YEAR AWARD



The *Rick Austin Memorial Dispatcher of the Year Award* was established in 2018 as a tribute to the memory of Rick Austin, Fleet Dispatcher at CPC, who passed away suddenly on March 15, 2017. Rick was assigned to the John Deere Fleet.

This Award is designed to help recognize the exceptional, and often under-appreciated, efforts of dispatchers who have made an outstanding contribution to their company in the past year or over the course of their career.

### PMTC – 3M VEHICLE GRAPHICS DESIGN AWARDS COMPETITION



Canada's Commercial Graphics Division, the Annual Vehicle Graphics Design Awards recognize fleet operators and graphic design companies who graphically enhance their vehicles. Awards are presented in several categories. Please see our website for all categories.

### PMTC – CPC LOGISTICS CANADA HALL OF FAME FOR PROFESSIONAL DRIVERS



The Hall of Fame recognizes superior, 'over the road' performance of drivers employed by PMTC members. Someone in your organization or whom you do business with may be a candidate for induction to the Hall of Fame, and we need you to nominate that person.

### PMTC – AVIVA CANADA PRIVATE FLEET SAFETY AWARDS



The *Private Fleet Safety Awards* was created by the PMTC to encourage improved road safety and to promote best practices in private fleet safety management. The Awards recognize the private truck fleets most committed to safety improvement, especially where they exceed National Safety Code requirements. This competition is open to all Canadian private truck fleets. PMTC membership is not a requirement.

### PMTC – KRTS PROFESSIONAL CMV DRIVER TRAINING SCHOLARSHIP



PMTC and KRTS will award a PMTC Member with a *Professional Commercial Motor Vehicle Driver Training Scholarship* that will cover the costs for the recipient to complete a full Training Program through KRTS, or another registered training provider should the candidate be from outside of Ontario. This Program is an intensive minimum 200-hour course that, when completed, will arm the new Professional Driver with a high level of training, as set by the Truck Training Schools Association of Ontario (TTSAO) mandatory requirements. This course will provide the student with the skills and confidence necessary to become a successful professional driver. The Award will help promote investment in the training needs of our great industry.



## THE PMTC YOUNG LEADERS EDUCATION BURSARY AWARD

*\*Sponsorship opportunity available!*



PMTC will award one PMTC Young Leader and one Mohawk College Supply Chain Management Program Student with an Education Bursary that will cover the costs to complete two of the four courses that are required to complete the *PMTC Logistics Management Graduate Program*.

This program is an intensive four-course program that, when completed, will equip the new emerging leader with the skills and confidence necessary to successfully climb the ranks in

his or her company and become a successful leader in their organization. The Award will help promote investment in the training needs of the future young leaders of our great industry.

The courses are selected from the CITT library of Certified Logistics Management.

For more information contact:

Annette Kieft

PMTC Executive Assistant & Member Services Coordinator

Private Motor Truck Council of Canada

Suite 5, 225 Main Street E

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# 6th Annual TTSAO Conference



**NEW DATE AND LOCATION**

**July 26-27, 2022**

Golf Club & Conference Centre, 8525 Mississauga Road, Brampton, ON L6Y 0C1

## Day 1

9:00 – 10:30 a.m.	<i>Meeting</i>	<b>Board of Directors Meeting</b>
10:30 – 11:00 a.m.		<b>Networking and Trade Show Opens</b>
11:00 a.m. – 12:00 p.m.	<i>Meeting</i>	<b>TTSAO Annual General Meeting, featuring Thank a Trucker – Glenn Caldwell</b>
12:00 – 1:00 p.m.		<b>Lunch and Networking Break</b>
1:00 – 2:00 p.m.	<i>Meeting</i>	<b>TTSAO Insurance Group Meeting</b>
2:00 – 2:30 p.m.		<b>Networking and Trade Show Break</b>
2:30 – 3:30 p.m.	<i>Meeting</i>	<b>TTSAO Carrier Group Meeting</b>
3:30 – 4:00 p.m.	<i>Session</i>	<b>Serco Update</b>
4:00 – 4:30 p.m.	<i>Panel</i>	<b>On-Site School Testing Pilot Panel</b>
4:30 – 6:00 p.m.		<b>TTSAO Annual Cocktail Party, Sponsored by Revolution Staffing</b>

## Day 2

7:00 – 8:00 a.m.		<b>Registration and Breakfast</b>
8:00 – 8:30 a.m.	<i>Opening Remarks</i>	<b>Conference Opening Remarks</b>
8:30 – 9:15 a.m.	<i>Session</i>	<b>Social Media Presentation – Bruce Outridge and Michael Zelek</b>
9:15 – 10:00 a.m.	<i>Panel Session</i>	<b>Casual Conversation with MCU and MTO</b>
10:00 – 10:20 a.m.		<b>Networking and Trade Show Break</b>
10:20 – 11:05 a.m.	<i>Panel Session</i>	<b>Non-Traditional Companies Hiring Best Practices Panel</b>
11:05 a.m. – 12:00 p.m.	<i>Session</i>	<b>Making Cent\$ Of Our Industry – Mike McCarron and John G. Smith</b>
12:00 – 12:45 p.m.		<b>Lunch and Networking Break</b>
12:45 – 1:00 p.m.	<i>Awards</i>	<b>Instructor of the Year and other Awards</b>
1:00 – 1:45 p.m.	<i>Session</i>	<b>Truckers Against Trafficking Canada</b>
1:45 – 2:00 p.m.		<b>Networking and Trade Show Break</b>
2:00 – 2:45 p.m.	<i>Session</i>	<b>Session to be announced!</b>
2:45 – 3:00 p.m.	<i>Closing Remarks</i>	<b>Conference Closing Remarks</b>



## Thank You TO OUR 2022 TTSAO CONFERENCE SPONSORS





# PMTC and OTDS Announce the Release of the 6th Annual Canadian Private Fleet Benchmarking Survey

The Private Motor Truck Council of Canada (PMTC) and Benchmark Sponsor, Ontario Truck Driving School, have announced that the 6th annual PMTC Canadian Private Fleet Benchmarking Survey is open for completion by all private fleets that have a base of operations in Canada. PMTC Membership is not a requirement.

“For the last five years, the PMTC has partnered with the National Private Truck Council and re-introduced the first Canadian specific private benchmarking survey reports since 2011,” remarked PMTC President Mike Millian. “The response to these surveys and the quality of the Benchmarking report produced have been gratifying and provide a valuable tool and resource to our membership. As a result, we are once again partnering with the NPTC for the 2022 Survey. The NPTC has been producing a private fleet benchmark survey in the U.S. annually since 2005, and by partnering with them again, the PMTC feels it is guaranteeing another quality and highly respected report for our members.”

The PMTC has a Benchmarking Committee, made up of Canadian operators who review the survey annually. The Committee works on shaping the survey and updating it to ensure it is reflective of the current Canadian marketplace. This input is invaluable in ensuring the survey instrument is current, relevant, and valuable to Canadian fleets.

**The survey is designed for the benefit of PMTC members, and its results will only be provided, at no charge, with their PMTC membership.** The survey is a valuable tool that will allow private fleets to benchmark their operations to other best-in-class performers; a performance evaluation/validation and opportunity identification guide, based on industry standards of excellence. This free value to our members would not be possible without the support of our Benchmark Sponsor for 2022, Ontario Truck Driving School. “We are thrilled that OTDS has chosen to partner with the PMTC and its members and has chosen to invest in sponsoring this survey for a third

consecutive year! This sponsorship helps to cover the costs of the report, which allows the PMTC to provide this report free to its membership,” continued Millian


“As a Registered Private Career College, who prides ourselves on maintaining the highest education standards resulting in the best “in class” entry-level drivers to the trucking industry, we at OTDS feel sponsoring a survey that allows fleets to compare best practices and benchmark their operations to help them be best in class at what they do, was a natural fit. We are proud to help the PMTC make this resource available to its members,” stated OTDS President and CEO Gus Rahim.

The results of the Benchmarking Report will be released on June 10, 2022, and an overview will be provided at the 2022 PMTC Annual Conference on June 9.

Participants in the Survey, who are PMTC members, will be invited to sit in on a special pre-release webcast to review the results in detail.

In addition, those member companies that participate in the survey are welcome to request specialized, customized reports to better calibrate their operation against best-in-class performers.

**To complete the survey, visit [www.pmtc.ca/files/2022PMTCBenchmarkingSurvey.pdf](http://www.pmtc.ca/files/2022PMTCBenchmarkingSurvey.pdf). Carriers will have until April 8 to complete and submit their responses.**

The **PMTC Benchmark Study** can also be found on the PMTC Members Portal. 







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# PMTC's Position on CCMTA Federal ELD Enforcement Timelines Announcement

On March 7, 2022, the Canadian Council of Motor Transport Administrators (CCMTA) released a message to industry on Federal ELD Enforcement timelines. The full enforcement date was set to take effect on June 12 of this year. In the release, Messages for Industry with Respect to the Federal Electronic Logging Device Mandate, the CCMTA have announced that full enforcement of the Federal ELD Regulation will be delayed until January 1, 2023. The current regime of enforcement through education and awareness will continue until that time.

"The PMTC is in favour of the delay of full enforcement of the ELD mandate. While we have always been in full support of the ELD regulation, the continued issues with a lack of approved devices have continued to plague the mandate, and although we now have 22 approved, industry has not been provided enough

of a runway to select a device of their choice and implement it into their fleet in time for the June 12th deadline," says PMTC President Mike Millian. "We are also waiting for a PKI vendor and system to be announced by Transport Canada that allows for ELD data to be transferred securely from the device to enforcement personnel, as well as enforcement protocols, training and how the regulation will be enforced uniformly between jurisdictions. This final delay provides enough time for industry to select a new approved device, or transition from their current device, in time to comply with the mandate, as well as provide enough time for regulators to address some of the issues mentioned. I suspect this will be the last delay in full enforcement we can expect to see, and carriers should ensure they are fully prepared to comply by January of 2023."

## Messages for Industry with Respect to the Federal Electronic Logging Device Mandate From CCMTA

Safety is a priority and jurisdictions remain committed to the federal Electronic Logging Device (ELD) mandate. Mandatory use of these devices will help ensure federally regulated commercial carriers operating in Canada, including those that cross the border into Canada, will continue to drive within their hours of service. The use of ELDs will result in more efficient mechanisms to accurately log working hours.

It is important to recognize that the transportation sector has seen significant pressure over the last two years. Jurisdictions and industry have worked diligently to support the transportation sector through these challenges. Considerable progress has been made towards putting in place the regulations and infrastructure to enforce the federal ELD mandate, including a notable acceleration in the number of certified ELD devices available in the marketplace.

Jurisdictions have been monitoring progress and determined that an extension of the transition period is required. This will allow sufficient time for industry to purchase and install certified ELD devices, and conduct training to be compliant. Based on these factors, jurisdictions will continue to support the mandate through a period of education and awareness through to January 1, 2023.

Industry is advised to research ELD device options and ensure any procured ELD is a certified device as approved by Transport Canada. Approved devices can be found here as they become certified: [www.tc.gc.ca/en/services/road/electronic-logging-devices.html](http://www.tc.gc.ca/en/services/road/electronic-logging-devices.html).

As enforcement of the federal *Commercial Vehicle Drivers Hours of Service Regulations* is a jurisdictional responsibility, it is important to be aware of provincial or territorial regulations and requirements.

### Jurisdictional website by province:

- Alberta ([www.alberta.ca/commercial-transportation.aspx](http://www.alberta.ca/commercial-transportation.aspx))
- British Columbia ([www2.gov.bc.ca/gov/content/transportation/vehicle-safety-enforcement](http://www2.gov.bc.ca/gov/content/transportation/vehicle-safety-enforcement))
- Manitoba ([www.gov.mb.ca/mit/mcd/carriers\\_drivers/elogging.html](http://www.gov.mb.ca/mit/mcd/carriers_drivers/elogging.html))
- New Brunswick ([www2.gnb.ca/content/gnb/en/departments/dti/trucking.html](http://www2.gnb.ca/content/gnb/en/departments/dti/trucking.html))
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- Saskatchewan/SGI ([www.sgi.sk.ca/carriers](http://www.sgi.sk.ca/carriers))
- Yukon ([www.yukon.ca/en/driving-and-transportation/commercial-vehicles](http://www.yukon.ca/en/driving-and-transportation/commercial-vehicles))
- Transport Canada ([www.tc.canada.ca/en/road-transportation/electronic-logging-devices/electronic-logging-devices-what-you-need-know](http://www.tc.canada.ca/en/road-transportation/electronic-logging-devices/electronic-logging-devices-what-you-need-know)) 





# SHORTAGES IN DRIVERS, DELIVERIES AND DECISIONS

BY THE PRIVATE MOTOR TRUCK COUNCIL OF CANADA

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# THE COVID-19 PANDEMIC

has introduced many obstacles and created a chain reaction of issues. From labour shortages and supply chain issues to parameters around the vaccine, Canadians continue to 'ride the wave' of the pandemic.

Canada's trucking industry has also felt the woes of the pandemic, with the ongoing issues that have come with operating as an essential service. The demand for delivering and receiving goods has come at an all-time high – and yet, so have the restrictions for the COVID-19 vaccine mandate.

To quote the Government of Canada's statement on the mandate:

*As of January 15, 2022, unvaccinated Canadian drivers entering Canada will need to meet the requirements of pre-entry, arrival and Day 8 testing, as well as quarantine requirements. Any individual who is symptomatic upon arrival in Canada will be directed to a Public Health Agency of Canada (PHAC) officer and will be directed to isolate for 10 days from the time they enter Canada.<sup>1</sup>*

**THE COVID-19 PANDEMIC HAS INTRODUCED MANY OBSTACLES AND CREATED A CHAIN REACTION OF ISSUES. FROM LABOUR SHORTAGES AND SUPPLY CHAIN ISSUES TO PARAMETERS AROUND THE VACCINE, CANADIANS CONTINUE TO 'RIDE THE WAVE' OF THE PANDEMIC.**

This decision comes with a domino effect of mixed reactions and realities within the trucking industry. The heart of the matter is that not all Canadians are vaccinated. So, when it comes to maintaining operations as an 'essential service' with the mandate in place, a percentage of professional drivers are unable to conduct the day-to-day operations that keep our supply chain moving.

Jim Dimech, Chairman of the Private Motor Truck Council of Canada (PMTC),

has been hearing reports of produce shipment issues and empty shelves at grocery stores. His projection for how these matters will impact us in the long term revolves around inflation.

"We were already seeing inflation and supply chain issues happening even before this, but the cross-border vaccine mandate is going to accelerate those inflationary factors," explains Dimech. "It is already more expensive to put food on the table, and I think we're all going to continue to see those shortages."

Another potential issue on the horizon is a federal vaccine mandate, which would create another layer of restriction for drivers travelling province-to-province. If this second mandate is implemented, more drivers will be unable to deliver freight in ample time. (In December the feds indicated this would come into effect in early 2022, as of writing this on March 16th, no proposed legislation has yet to be tabled).

According to Trucking HR Canada's Labour Market Index (LMI) from September 2021, the COVID-19 pandemic has challenged the industry in unprecedented ways, only further exacerbating already acute driver shortages.<sup>2</sup> According to the LMI snapshot for January 2022, there were over 22,000 vacant truck driver positions in the last quarter of 2021 with a vacancy rate of 8%. In comparison, the vacancy rate across all occupations in Canada was 2.7%.<sup>3</sup> While the number of vacancies is projected to ease slightly after 2021, it is still projected that vacancies across the sector will average 28,000 jobs between 2021 and 2025, with an estimated 17,230 truck driver vacancies per year.<sup>4</sup>

Mike Millian, President of the Private Motor Truck Council of Canada, says that the crux of the Association's concern is the labour shortage and how it feeds into the supply chain and inflation issues. Millian explains, "There are 315,000 truck drivers across Canada and over 120,000 cross-border drivers. If you remove say 15% of those drivers, that's 18,000 Canadian truck drivers that are unable to conduct cross-border work."

That's just in Canada. In the US, there are 40,000 cross-border drivers that drive



shipments into Canada, with an estimated vaccination rate of 60%. The US/Canada cross-border mandates remove another 16,000 US drivers, which fractures an already-broken supply chain.

"We have the highest inflation rate that we've seen since 1991," says Millian. "The inflation rate in grocery stores (as of December 2021) is 5.7%. Most of our fruit, vegetables and produce comes from the southern US and our members have indicated that those costs have gone up almost 50% since January 15. So that's

going to get passed down to people at the grocery store."

Millian and Dimech completely support the COVID-19 vaccine and understand that safety measures need to be made – in every aspect of our lives – to keep people safe. The biggest challenge in implementing this mandate is timing and placing it on a group of workers who are isolated by the very nature of their job, and who have been crossing the border as essential workers since the beginning of the pandemic.

"The eight-week period (to prepare for the mandate) wasn't enough time for us, which one key piece of our lobbying. Being aggressive with these timelines is not providing that balance that we're required to meet while trying to fill empty shelves and dealing with inflation," explains Dimech. "If we can take a more balanced approach to these solutions and mandates, we can mitigate a lot of these factors that have played a part in some of these emotional responses that we have seen over the past few weeks."



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#### WHAT CAN YOU DO?

As PMTC members, private fleets, and industry professionals, you can continue to drive the industry forward by attracting new/younger drivers into the workforce. Despite the ongoing obstacles of the COVID-19 pandemic, majority of drivers are leaving their role for retirement. As private fleets, you have the power to offer new drivers a life-long career that starts off with a strong compensation package, benefits, and empowerment to stay home if they are not well.

Dimech explains that the industry needs to make itself more attractive by giving people the proper training and tools they need to be successful on/off the road. And in today's climate, attracting professional drivers is more important than ever.


The PMTC offers many resources, including the Young Leaders Group that shows young professionals how to be a driving force in their career and behind the wheel.

To learn more about the PMTC's programs and how you can evolve your hiring and retaining practices, connect with Mike Millian at [trucks@pmtc.ca](mailto:trucks@pmtc.ca). 

#### SOURCES

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# THE LIFESAVING CONNECTION BETWEEN YOU, ME AND EVERY CANADIAN IN BETWEEN



Canadian Blood Services is **Canada's Biological Lifeline**. They are the connection between the sincere generosity of donors and the heartfelt appreciation of recipients and between the profound discoveries of science and the joyful restoration of health. As such, they are nationally responsible for a secure system of life essentials – blood, plasma, stem cells and organs and tissues – for transfusion and transplantation.

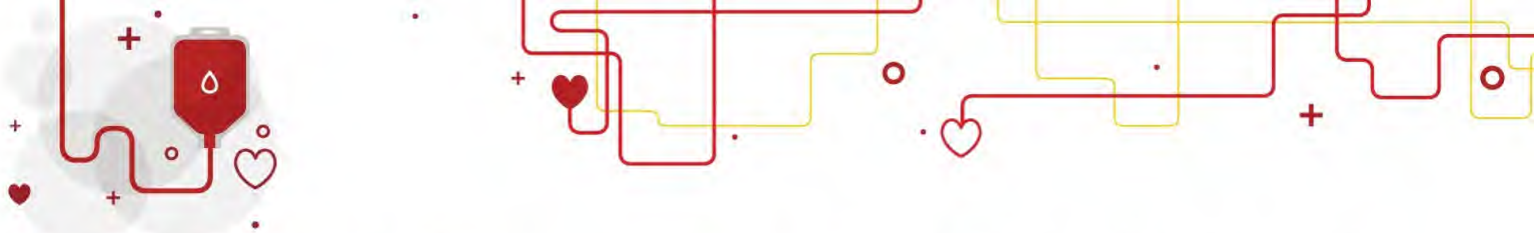
Jennifer Tackley, Manager of Field Logistics, and Patricia Burke, CDS, Coordinator of Fleet Safety/Driver Training, work with their team of professional drivers and staff members to ensure that their day-to-day operations don't skip a beat. Each day, the team receives a schedule for hospital deliveries and mobile donor events in their province.

For hospital deliveries, drivers are notified how many 'units' of donations are being delivered to which hospital. With every delivery, timing is everything and safety is paramount.

Jennifer explains that when a driver is scheduled to deliver, they must leave at their scheduled time since they are handling such time-sensitive products for a time-sensitive circumstance – one that could make all the difference for someone's life.

"Our drivers take a lot of pride knowing that there's patients waiting for units and that every unit counts," says Jennifer. "In order to help the hospital, we're doing everything that we can – it's taken very seriously, and our drivers really take it to heart."





Then there's the mobile side of things. Canadian Blood Services schedules mobile donor events in rural areas across the country, where staff and drivers assemble and operate on-site blood donation clinics. Jennifer explains that mobile donor events in Manitoba are scheduled three times a week; meanwhile, in other parts of the country, multiple events are scheduled in one day. Canadian Blood Services has collection goals to support the needs of Canadians.

"Each trip consists of a truck, containing equipment; van, transporting the collections; and bus, containing staff, who come to operate the site and do the collections," says Jennifer. "At any given time, we'll have 14-18 people working a mobile donor event at one time.

It's fascinating to watch the whole set-up – it's a well-oiled machine: everybody knows what they need to do, and they get it done."

Patricia says that their team operates under the core principle, *safety above all else*, and with good reason: if the driver gets into an accident, everybody loses. The driver is at risk for injury, the product is at risk to be damaged, and the hospital is at risk to not have the life-saving products needed to nurture/save a life.

"Safety is paramount for our drivers, and they understand that," says Patricia.



### Meet Joe Thomas

Joe Thomas is a professional driver/trainer at Canadian Blood Services. Joe has been working for **Canada's Lifeline** for four years now – delivering units to hospitals and working at mobile donor events across the province – and loves his job.

"Every day is a pleasure. There isn't one day where I wake up and think, "Ugh, I need to go to work today." says Joe.

"It makes a huge difference when you go to work and know that what you're doing matters and makes a difference."

Joe's stories at work and on the road hit close to home. For instance, he explains that Canadian Blood Services now collects/delivers units specifically for babies.







"It's a smaller unit [of blood], so when you see them, you know it's for a baby. You see these tiny units and it pulls on your heartstrings," says Joe.

"One day, I was in the lab and one of the staff was extracting plasma. I had never seen that done before, so I asked, "Do you mind if I watch?" She said, "Absolutely" and explained that it was for a baby that was being born the next day. It's those parts of the job that you think, "Wow, I work in this place and they're doing this for this baby, who is going to


be born tomorrow. And because of what we do, this baby has a chance."

Joe and his team in Winnipeg, MB, drive out to and operate mobile donor events in different parts of the province three days a week. Other days, Joe delivers units to hospitals and serves as an on-the-job trainer. He describes his team as being very committed and the way they operate is a direct reflection of their leadership.

"We all help each other and we all know that we're in this together," says Joe. "When we do the mobile donor events,

I drive the truck and help set everything up, the staff arrive and collect blood all day, then we pack everything up and go home. And throughout the day, we're working with the donors and that is an incredible experience."

Joe and his team are the driving force behind **Canada's Lifeline**. Their time and dedication is what connects you to me and every Canadian in between.

To learn more about Canadian Blood Services and how you can help make a difference, visit [www.blood.ca](http://www.blood.ca). 



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## SERVICE SOLUTIONS FOR TRYING TIMES



Trailcon Leasing has come a long way since founder Alan Boughton opened its doors on October 26, 1992, with just one employee – himself. “I knew what I wanted to accomplish with this new company and believed that every day we stayed in business was one day closer to being a recognized and legitimate trailer provider in the Canadian market,” he says.

For many years now, Trailcon has been a leader in transportation solutions, specializing in trailer leasing, rentals,

service, fleet maintenance and management, including temperature-controlled equipment.

As it celebrates its 30th anniversary this year, Trailcon has grown to more than 10,000 owned units, \$100 million in annual sales, more than 150 office staff, technicians, and brokers, and over 20,000 customer trailers being serviced under its “TrailerCare” fleet management program.

The company has also expanded to five locations: two in Ontario,

including its 75,000-square-foot state-of-the-art Brampton headquarters; two in Alberta; and one in British Columbia. And it won’t stop there, notes Boughton. “We will add two additional branches by the end of 2022.”

Boughton credits one of his mentors, his previous boss George Hendrie of the Hendrie Group of Companies, with teaching him the value of retaining customers, employees, and suppliers. It has stood him in good stead over the years – “we signed our first account



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## A “Great Place to Work”

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To become certified, organizations must have achieved 70% or more positive response in the survey.

for three trailers on our third day of business in 1992 and that customer is still with us today,” he says proudly.

Fast-forward 30 years, and today Trailcon is a national provider to Walmart, Canadian Tire, Loblaw, Home Depot, TransForce, Canada Cartage, and hundreds of other customers from coast to coast. “Beneath my name in our lobby is my quote from 1992 that states, “Trailcon was built on the cornerstones of honesty and integrity,” Boughton notes. “George Hendrie passed on his knowledge and wisdom on how to run a business and one by one, we added new business, opened new locations, and retained our accounts, both large and small. Today, I still believe in the core values that got us started in the right direction so many years ago.”

### Focus on Service Offerings

As Trailcon expanded its physical locations, it also increased its service offerings. Because Trailcon services some of the largest grocers and retailers across Canada, the company has focused efforts on expanding these offerings to help businesses weather the pandemic storm.

A case in point is Trailcon’s exclusive TrailerCare program, available anywhere in Canada. TrailerCare is a full fleet management and maintenance program for trailer fleets of all sizes. Trailcon’s licensed technicians oversee all service

and preventative maintenance needs, freeing organizations with growing fleet demands of these responsibilities.

“Trailcon is currently servicing more than 20,000 trailers across Canada,” says Mike Krell, Vice President, Sales & Marketing. “With retailers and grocers facing incredible demands, especially during the pandemic, we knew we needed to find a solution that allowed those companies to focus on their business while we focused on managing and maintaining their fleet. The TrailerCare program was officially launched in 2021, and in less than a year, we’re maintaining thousands of customer owned trailers across the country.”

To cater to customers requiring temperature-controlled equipment, Trailcon implemented its reefer Everfresh program.

“We are inspecting units that have reached a point in their lifecycle where major components would historically start to fail,” says Jamie Hillier, Vice President, Maintenance and Operations. “Once we have identified these units, we then look at the customer application and ask, what can we change now to mitigate a major component failure in the future?”

Hillier explains that Trailcon replaces/rebuilds those components to ensure customers’ loads are secure and will not spoil due to a typical breakdown. Another preventative maintenance schedule might be added to the existing one to capture

“TODAY, I STILL BELIEVE IN THE CORE VALUES THAT GOT US STARTED IN THE RIGHT DIRECTION SO MANY YEARS AGO.”

**TRAILERCARE**  
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“TRUCKS ARE AT A PREMIUM DUE PRIMARILY TO GLOBAL PARTS AND EQUIPMENT SHORTAGES, WHILE TRAILER PRODUCTION IS SUFFERING FROM A SHORTAGE OF PARTS AND LABOUR. BUSINESSES ARE INSTEAD FOCUSING ON MAINTAINING AND UPGRADING THEIR CURRENT FLEETS, RELYING ON PROGRAMS LIKE TRAILERCARE AND EVERFRESH TO KEEP THEIR PRODUCTS MOVING.”

a potential failure. “We have partnered with some suppliers in the industry to assist us with parts and other products to support us with this initiative,” Hillier notes. “The goal is to get us through a time where cost uncertainty will not have a devastating impact on customers and halt their business.”

A focus on TrailerCare places heavy responsibility on Trailcon to fulfill customers like Walmart, Loblaw, and Canadian Tire, for example, along with other grocery, retail, and pharma companies that cannot risk losing a load of product, particularly in light of current pandemic-related challenges.

Adding to the difficulty is a lack of inventory as ongoing supply chain disruptions have made new units nearly impossible to acquire. Trucks are at a premium due primarily to global parts and equipment shortages, while trailer production is suffering from a shortage of parts and labour. Businesses are instead focusing on maintaining and upgrading their current fleets, relying on programs like TrailerCare and Everfresh to keep their products moving. For Trailcon, it’s all about helping customers deliver the goods when and where they’re needed.

“As my wife Wendy often says, ‘it’s been quite a ride,’ and she is correct,” says Boughton. “What the Trailcon team has built is truly amazing and as long as we maintain the original guiding principles, the future will be extremely bright for the company for many years.” 



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A CANDID CONVERSATION WITH

# Gerald Carroll,

Chairman of the TTSAO Carrier Group



**TTSAO**

“At the end of the day, those who are involved in the Carrier Group and with the TTSAO are companies that want what’s best for the person on the road because it effects everybody.”

The Truck Training Schools Association of Ontario (TTSAO) is the largest association representing commercial truck driver training programs in Ontario. The Association represents and supports 50 training campuses and the 7,000 entry-level driver graduates (annually) in Ontario and across Canada through its *advocacy, networking, education and certification programs to help members produce the highest quality of professional drivers possible.*

The TTSAO consists of its members, partners and two advisory groups, the TTSAO Carrier Group and TTSAO Insurance Group, that have proven to be a key ingredient in the Association’s success.

Gerald Carroll, Chairman of the TTSAO Carrier Group, is proud to represent the community of carriers, drivers, vendors and partners that encompass the Carrier Group and beyond. He explains that it’s not about the logo on your truck or who you work for, it’s about being a part of a community and looking out for one another.

“We represent tens of thousands of professional drivers in Ontario with the Carrier Group. In our Group, alone, you see so many good things that are happening. For example, at the TTSAO Annual Conference, we celebrate our trainers – the ‘unsung heroes’ that are doing the training with our drivers. And at our last Carrier Group meeting, we invited all TTSAO members to attend and it was fun to watch all the groups – schools, drivers, Insurance Group members, Carrier Group members, vendors, partners – come together to network and share information. It’s a great


organization made up of people that are all there to help each other.”

The common thread that’s weaved throughout the TTSAO community is the focus of making our roads better and safer. At every Carrier Group meeting, members and subject-matter experts come together to network and share valuable insights on what’s occurring in the industry, the obstacles that need to be overcome, and safe practices that keep everybody safe.

“At the end of the day, those who are involved in the Carrier Group and with the TTSAO are companies that want what’s best for the person on the road because it effects everybody,” says Gerald. “If there’s an accident on the road, you always wonder if it’s your company, is the driver and everyone else involved okay, and how can you make operations better. That’s what it comes down to: how can we make the roads safer for everyone.”

As a Carrier Group member, you have access to thousands of entry-level qualified drivers through TTSAO schools, whom you can cherry-pick for your workforce. Gerald points out that Carrier Group members also have the opportunity to communicate their specialties and specific needs through the schools, which helps them find graduates who can naturally fulfill their needs.

Carrier Group members also network with some of the best private and for-hire carriers in the business and share best practices, recruiting and retention strategies.

To learn more about the TTSAO Carrier Group, contact Gerald Carroll at [gerald.carroll@wesbell.com](mailto:gerald.carroll@wesbell.com). 



# **HOMES FOR ALL.**

# **COMMUNITY FOR ALL.**

# **HOPE FOR ALL.**

**Shepherds of Good Hope is one of the largest non-profit organizations supporting people experiencing and exiting homelessness in Ottawa.**

---

Since late January, thousands of people across Canada have supported us. Your donations will support so many people. In fact, they will:



Provide people with life-saving health care services. This includes things like mental health care, harm reduction supports, nursing care and more.



Help us build two new supportive housing residences. By this time next year, these two buildings will house 105 people who are currently homeless and staying in our shelter.



Move more people out of shelters and into permanent homes. A shelter isn't a long-term home. With your support, we can help people exit homelessness for good.

You are a part of our story forever. We cannot thank you enough.





*At Shepherds of Good Hope,*  
**A CRISIS** *Leads to an*  
**OUTPOURING** *of Support*

By Caroline Cox, Senior Manager of Communications, Shepherds of Good Hope

**F**or the past two years, the Shepherds of Good Hope team has been working tirelessly in the context of three crises. As an organization that supports people experiencing and exiting homelessness, the COVID-19 pandemic, toxic drug supply and critical affordable housing shortage have all taken their toll.

On February 6, the Mayor of Ottawa declared another state of emergency, this time in the context of the Freedom Convoy demonstration turned occupation.

Our shelter, located a few blocks from Parliament Hill, is accustomed to demonstrations and large events. When we first heard about the Convoy, we naively advised our staff they may face delays getting to and from work the weekend of January 29.

What they faced was hours in traffic dwarfed by tall trucks and people banging on their windows. Trucks surrounded our shelter blaring horns day and night. Anxieties ran high, but staff and clients could find nowhere to get away from the noise that permeated the building.

On the evening of January 29, some protestors with the convoy demanded meals and gave staff a hard time when they were turned away. Later that night, a severely mentally ill shelter client was assaulted by two people exiting a truck.

A Twitter comment we made to correct misinformation went unexpectedly viral, prompting many media requests and a formal statement. We watched in amazement as 14,000 people, completely unprompted, donated approximately \$750,000 to us, the overwhelming majority for the first time.



# SHEPHERDS OF GOOD HOPE

**YOU SHOULD KNOW  
THAT YOU ARE AN  
IMPORTANT PART  
OF SOMEONE'S  
JOURNEY FROM  
HOMELESSNESS TO  
A FOREVER HOME.**



We've received countless messages of support from our neighbours, from people across Canada and around the world. We had productive dialogue with people who were either with the protest or who supported it, but did not support what had occurred at our shelter and wanted to make amends. We were also the target of misinformation online, stating that the events at our shelter had not occurred or were part of an "Antifa false flag operation."

As the weeks wore on, the situation outside our shelter improved, but for residents closer to Parliament Hill, it only worsened. A local youth shelter, the Youth Services Bureau, needed to close its drop-in program for the first time in its history. Cornerstone, another local women's shelter, reported their women were suffering from increased mental and physical health symptoms and substance use as a result of the constant noise, diesel fumes, sleep deprivation and general anxiety.

Everyone will have their own perspectives about what went down on the streets of Ottawa during these weeks, and no doubt there will be a comprehensive inquiry. Our goal

throughout all of this has been to use our unexpected platform to amplify our message and that of our partners, to end homelessness in Ottawa.

To many of the people who donated to us following January 29, we were simply a downtown soup kitchen. But we are so much more than that. We are a community leader in supportive housing – a type of housing where residents have their own apartments, but live in a communal environment with 24/7 staffing. All of our supportive housing residents have some combination of trauma, mental health and substance use disorders. We provide comprehensive health and wellness services to them from aging at home services to harm reduction supports like our world-renowned Managed Alcohol Program.

We are on track to house more people in our supportive housing residences than we have in our shelter in a year's time. We have two residences currently in development which will house 105 currently homeless individuals. The donations that we received will have a huge impact on those projects, from furniture and equipment to offsetting rising pandemic-related costs.



To the 14,000 people who donated to us in the wake of the recent events in Ottawa, we are forever grateful to you. Most of you will never visit our programs, perhaps not even our city. But you should know that you are an important part of someone's journey from homelessness to a forever home.

**Caroline Cox** has been with Shepherds of Good Hope for 15 years in many capacities, most recently as Senior Manager of Communications. 



# The Stakes Just Got Higher!

WITH THE \$150 MILLION PIZZA HUT CLASS ACTION, DO INDEPENDENT CONTRACTORS FIT YOUR BUSINESS MODEL?



By Heather C. Devine and Johann Annisette\*

Some Private Motor Carriers still utilize independent contractor drivers in their business model. However, we ask: will that model continue, or will it be conquered by successful lawsuits brought by misclassified employees who demand damages for unpaid employee benefits, minimum wage, and employment insurance and pension contributions?

As lawyers who track these legal developments, we predict that without legislative change, the role of independent contractors is being narrowed to the point that very few can ever meet the qualifications truly required to be recognized as an independent contractor. If so, then the stakes are very high for companies if their independent contractors be found to be misclassified employees.

Given this trend – we advocate dealing with these issues directly in the Independent Contractor Agreement by implementing terms and conditions which limit potential awards of damages in the event of misclassification.

Let me explain why.

## What's New?

Mr. Liubomir Marinov, a driver for Pizza Hut, is the representative plaintiff in a \$150m lawsuit where he alleges, on behalf of many delivery drivers, that he is a misclassified employee. Simply put – despite being hired to be an independent

contractor, Mr. Marinov's statement of claim alleges that he was in fact an employee, and entitled to the rights and privileges of an employee.

Mr. Marinov claims he worked for a Toronto-area Pizza Hut since 2005, initially being paid \$4.50 per delivery, plus tips. At the onset of the COVID-19 pandemic in Spring 2020, he was paid an hourly rate of \$8.00 per hour, which was then increased to \$10.00 per hour later in the year. These hourly rates are below minimum wage in Ontario, which is \$15.00 per hour.

As an employee, the rights and privileges to which he would be entitled include Ontario's minimum wage, the expenses of the deliveries (i.e. gas and car expenses), and the expense of being a licensee or user of Pizza Hut's in-house app called Dragon Drive. He also claims employment insurance benefits and pension contributions that Pizza Hut would have been required to pay under the law, had he been classified as an employee.

This class action claim is at its early stages. It is not yet certified, nor have the allegations been proven in Court. We set out the claims, however, because it enables the reader to consider the facts as presented by a person claiming to be a misclassified employee.

## Why Are the Damages Claimed so High?

The damages claimed are high: \$150 million. The damages include

not only the value of the rights and privileges we set out above, but they reflect the size of the Pizza Hut enterprise. It is the second largest chain in Canada, and is alleged to have around 18,000 restaurants in 100 countries.

This means that there could be an extremely large number of workers who have been misclassified and would have to be appropriately compensated if a decision is made in their favour.

## Other Similar Cases for Comparison

Mr. Marinov is not alone in initiating such a high value claim. In Ontario, proposed class actions have proliferated in recent years, where plaintiffs have alleged systemic misclassification of employees as independent contractors.

- In June 12, 2020, Amazon delivery drivers commenced a proposed class action for \$200 million.
- In October 2021, a similar proposed class action seeking \$200 million was commenced against Instacart on behalf of full-service shoppers.
- Notably, in August 2021, the Ontario Superior Court of Justice certified a landmark \$400 million class action lawsuit against Uber. The action was originally filed in 2017 and alleges that UberEATS drivers are employees, not independent contractors, and therefore owed various entitlements under provincial and federal employment laws.



## THESE HIGH VALUE LAWSUITS MAY HAVE SIGNIFICANT RAMIFICATIONS FOR PRIVATE MOTOR CARRIERS WHO RELY ON THE DESIGNATION OF THEIR WORKERS AS INDEPENDENT CONTRACTORS, SINCE THESE CLASSIFICATIONS MAY NOT WITHSTAND ATTACK BY THE WORKERS.

### What is the Difference Between an Independent Contractor and Employee?

To assess the difference, one starts with considering the following factors:

- the level of control exerted by the company over the worker's activities;
- the ownership over the tools and equipment;
- whether the worker hires their own helpers;
- the degree of financial risk undertaken by the worker;
- the degree of responsibility for investment and management the worker holds; and
- the worker's opportunity for profit.

This is a highly fact-specific exercise and the relative weight of each factor will depend on the particular circumstances of the case.

It is important to note that the job title is not necessarily a persuasive factor nor is the existence of an agreement between company and independent.

### A Different Option to Consider: Dependent Contractor

Interestingly, as companies and some workers have pushed to delineate the role of independent contractor, the courts and labour boards have pushed back and developed a new category: that of dependent contractor.

In British Columbia, the plaintiff worker in *Pasche v. MDE Enterprises Ltd.*, 2018 BCSC 701 was found to be a *dependent contractor* after the Court concluded that factors supported a finding of *both* independent contractor and employee.

The company in that case was ordered to pay Mr. Pasche common law damages

for wrongful dismissal, to which he would not be entitled had he been an independent contractor. Interestingly, the notice period was not as long as would have been awarded to a true employee. In particular, the designation of dependent contractor was based upon the length of his service (18 years) and his economic dependence on his employer.

Here in Ontario, the Ontario Labour Relations Board (the "OLRB") ruled on this question in the context of Foodora delivery drivers in *Canadian Union of Postal Workers v. Foodora Inc.*, 2020 CanLII 16750 (ON LRB).

The Foodora couriers sought to unionize, which would only be permissible if they were "dependent contractors" as defined under the *Labour Relations Act*. Ultimately, the OLRB concluded the couriers "more closely resemble employees than independent contractors." In coming to this conclusion, the OLRB found the following factors to be persuasive:

- The couriers were not permitted to engage in substitutes to increase their revenue or profits;
- Couriers owned their own method of transportation and delivery bag, but the most significant tool was the Foodora delivery app;
- Couriers were limited to what Foodora permitted and were not able to rely on 'customary entrepreneurial tools,' such as advertising or promotion, to increase their own profits;
- Foodora imposed a complex system of incentives and restrictions upon couriers and exercised control over pick-up and delivery, ability to decline orders, and hours of work;

- Couriers were almost entirely integrated into Foodora's business and did not develop independent relationships with restaurants or clients; and
- Foodora unilaterally established parameters for couriers, who could be closely monitored via the Foodora app to ensure they were meeting service standards.

Given the emergence of this third category which attracts significant protections, it appears that courts and arbitrators are becoming increasingly willing to find workers entitled to protections as a dependent contractor after undertaking a full contextual analysis.

### Important Factors to Consider: Control, Sharing of Profits/Losses, Independent Sources of Work

First, where a worker is using a company-owned app to dictate the terms of the company-worker relationship, the first issue will be how much control is exerted over the worker's pick up, delivery, hours of work, source of work, and importantly ability to decline work. The more control – the higher the probability the worker is a dependent contractor or even an employee.

Second, if the worker does not share in the risk of loss or the benefit of profits, then the claim that worker is independent is weakened beyond redemption.

Third, *can* the worker obtain work other sources? If so, *does* the worker obtain work from other sources?

A one-source worker does not appear to be independent, and as such, this is a predictable, final factor.

Where a worker (1) has control over their work selection, hours, and ability



to take on work; (2) shares the risk of loss and the benefit of profit with the company; and (3) can and does source their work from others, the probability that the worker is independent is strengthened.

In most present-day business models, it is rare for a worker to exert control over their work, to share in the perils and advantages of risk/benefit, and to obtain work from different sources. Consequently, the weighing of these factors for most worker-company relationships would likely lead to the conclusion that the workers are, in fact, dependent contractors or perhaps even employees.

**Repercussions for Companies?**

Upon a finding that a company has misclassified an employee, the company may be responsible for various statutory and common law liabilities.

This can include retroactive pay to ensure wages already earned meet the relevant employment standards legislation, liability for vacation pay, benefits, or overtime to which an employee is rightly entitled, and vacation and statutory pay.

Under workers' compensation or occupational health and safety legislation, a company can also be held liable for a workplace injury and responsible for retroactive payments on unpaid premiums. A company may also be subject to fines and interest.

Additionally, a company who has misclassified an employee could be responsible for past payments for Canada Pension Plan, Employment Insurance, and income tax not deducted from employee pay-cheques to the Canada Revenue Agency. This liability may also come with penalties between 3-10%, interest on any amounts owing, or even a summary conviction.

Finally, if the misclassified employee is terminated and the contract does not contain termination provisions that satisfy the applicable employment

standards legislation, a company may be liable for common law damages for reasonable notice.

**Going Forward – Independent Contractor versus Dependent Contractor versus Employee**

These high value lawsuits may have significant ramifications for Private Motor Carriers who rely on the designation of their workers as independent contractors, since these classifications may not withstand attack by the workers.

Indeed, recent trends in decisions not only in Canada, but also California, the United Kingdom, and France have similarly found "gig economy" workers like Uber drivers to be employees, contrary to company expectations.

For companies that have business models predicated on the delivery

of services through independent contractors, these recent decisions may be a cautionary tale for their reliance on this classification. The upcoming class actions may have a profound and expensive impact on how these businesses operate in the future, if employment-type rights are extended to the plaintiff classes.

In particular, Pizza Hut may be holding its breath awaiting the outcome of the aforementioned Ontario Uber case. In both the Pizza Hut and Uber cases, the companies are alleged to exert control over all aspects of the delivery shift, and none of the workers share in the profits nor face the peril of paying expenses.

*\*Thank you to Articling Students Megan Wong and Cory Song for research and writing contributions. PMC*

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# FOUR WAYS MANAGERS CAN LEVERAGE Data for Fleet Coaching

By Mike Ahart, Vice President of Regulatory Affairs, Solera



It can be easy for fleet managers to feel overwhelmed by the massive amounts of data circulating throughout their organization. Every weigh station stop, warehouse pickup – all actions are recorded and cataloged for future revisiting. If analyzed efficiently, these data points on hauls can inform strategic decision-making to produce actionable insights. It is important for fleets to properly audit the data from their past trips to inform forthcoming operations; that way, the trucking industry can continue to strive for further efficiency, safety and productivity. They say that those who don't know history are bound to repeat it, right?

That being said, turning raw data into actionable insight is not as simple as the wave of a wand. Leveraging data to improve fleet operations requires an investment in the proper technical resources and direction. It is important for fleets to recognize how the data flowing through telematic devices can be leveraged for insight, and what aspects of your operation can benefit from reviewing said data.

So, your fleet has data on driver and vehicle performance. Now what? How do you act on the data in a way that bolsters fleet safety and operations? There are more than a few ways that collected data can benefit your organization and prime it for sustained success.

## #1: Driver Safety

Prioritizing driver (and fleet) safety is paramount. In today's digital and connected age, a severe collision could

spell disaster for a fleet's reputation. Although collisions may appear random, they often aren't. Various factors, including congested traffic in urban areas and dangerous driving habits, are leading indicators of impending accidents. Luckily, data on these dangerous driving factors can be processed together to determine "hot spots" for collisions. In addition, knowledge of dangerous driver habits allows a fleet to focus its training in a manner that fixes those particular habits, while rewarding those that are exhibiting safe habits. Internalizing data on collision incidents can help drivers avoid dangerous areas and develop habits that promote safer driving.

## #2: Driver Productivity

Driving commercial trucks is no small feat, and there is a wide spectrum of performance outcomes when a driver sits behind the wheel. To assist with ensuring drivers perform to their best ability on the roads, telematics devices should be deployed to collect information on driver behavior. Data on in-cab driver performance is drawn by driver work-flow systems and ELD devices; such data provides valuable insights on driver behavior when paired with operational metrics and management KPIs. Meanwhile, data from asset tracking systems log pickups and deliveries in an efficient manner, streamlining hauls for drivers so they can focus on getting from point A to B.

Ultimately, collecting data points on driver behavior allows fleets to tangibly reference positive and negative behavior

on the roads suitable for driver coaching opportunities. Once they are cognizant of these positive and negative behaviors, drivers can further optimize their performance on hauls.

## #3: Driver Retention

Retaining good drivers goes hand-in-hand with increasing driver productivity. According to the United State's Federal Motor Carrier Safety Administration, it typically costs \$8,000 to replace a driver. This is a massive financial impact, and doesn't even take into account the strain on other drivers and employees that must make up for a loss of resources, and impact to customer service. Predictive modeling can help fleets understand the reasons why their drivers leave. Telematics providers offer predictive analytics as an additional layer of resources to help fleets hire and retain the best drivers. Analyzing data on turnover provides fleets with visibility into subtle differences in driver behavior, letting them know the factors that lead to driver dissatisfaction and turnover, and take the steps to prevent driver losses before it's too late.

## #4: Fleet Efficiency

Fuel is one of the largest costs for fleets. In fact, it comprises up to 38% of total operational costs. Even if fuel prices are lower than historical highs, fuel will still make a major impact to the bottom line. Proper data analysis and planning can help promote fuel efficiency and, subsequently, financial savings. Data points including idling time, speeding



IT IS IMPORTANT THAT FLEETS LEARN FROM THEIR EXPERIENCES AS THEY OPERATE; TAPPING INTO THE VAST, GROWING RESERVE OF VALUABLE DATA TELEMATIC SYSTEMS ARE ABLE TO PROVIDE ON EACH HAUL **ALLOWS FOR EACH TRIP TO BE SAFER AND MORE EFFICIENT THAN THE LAST.**


averages, tire pressure and actual truck routing all factor into fuel efficiency. Fleets are also reinforcing positive driver behaviors to boost safety in addition to the efficiency benefits achieved.

Furthermore, an insufficient supply of new trucks and trailers and skyrocketing raw material costs have impacted fleets' access to new equipment. Fortunately, fleet telematics devices are capable of delivering data to frontline workers on the availability of vehicles currently in operation. Those workers can use this

data and make decisions promoting the most efficient use of available equipment.

### Conclusion

The importance of data connectivity in fleet operations cannot be understated. In fact, it's not far-fetched to suggest that data is as valuable as oil for fleets. Just like oil, data needs a robust pipeline in order for its value to truly shine – in this instance, the pipeline allows for managers, drivers, and everyone in between to access and learn from said data.

Investing in solutions that provide a central location for the overwhelming amount of data points captured during a haul, and a means to analyze that data in real-time, has a significant effect on driver safety, productivity, fleet efficiency, and the overall driver experience. It is important that fleets learn from their experiences as they operate; tapping into the vast, growing reserve of valuable data telematic systems are able to provide on each haul allows for each trip to be safer and more efficient than the last. 

## CHET selected as urban freight research program training partner

by Today's Trucking

Commercial Heavy Equipment Training (CHET) announced it has been selected as a training partner for government funded Natural Sciences and Engineering Research Council of Canada (NSERC) research project on City Logistics for the Urban Economy (CLUE).

CLUE aims to fill gaps in the Canadian urban freight system and the goal is to uncover more data and improve analytical tools to help understand effects on freight flows, supply chains, and infrastructure needs.

CLUE is a research program of the Smart Freight Centre, a multi-university, multi-sector partnership working strategically to address the identified knowledge gaps.

"It is really an honor for CHET to participate in a project funded by the federal government where we are the only training academy selected," said Philip Fletcher, operations manager of CHET, a Mississauga, Ont.-based truck driving school.



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# What is Your Priority

By Kelly Henderson, Executive Director, Trucking Human Resource Sector Council Atlantic

**The latest statistics have come out and they indicate we will need 55,000 professional drivers by 2023.**

How are we going to do it? We are already focusing a lot of energy on recruiting professional drivers. Whether we are recruiting from other sectors, under-represented groups, today's youth or new people into the sector, it has simply not been enough.

One area we need to put more emphasis on is retention of the existing workforce. We need to address the concerns and challenges of our employees before they become an issue. Once an employee decides they want to leave, there is little we can do to change their mind.

We make assumptions that it is always about money. While money is a factor, many in our workforce have indicated that how they are treated is a priority. Operating safe equipment is a priority. Being treated equally is a priority. These are not priorities that should be a challenge to us.

As a sector, we seem to struggle with increased turnover rates. The reality is we cannot afford to lose good people. Good people are productive, loyal, and are committed to the trucking industry. They understand what it means to be a professional driver and the impact they have on keeping the supply chain moving.

Some things you might want to consider:

- *What are you doing to recognize the contributions of the existing workforce?* Some things to consider – a simply thank you for a job well done; it doesn't have to be when they do something special. We should be thanking our people regularly – not just when they go above and beyond.




- *Are you offering incentives to new hires?* If yes, what are you giving those who have stayed with you through thick and thin? It's great to offer hiring incentives but this may cause some frustration among the professionals who have supported you longer.
- *What do you do that is unique?* The time for doing what everyone else is doing is over. Professionals in our industry are looking for unique opportunities. I recently read a statistic that indicated 70% of the workforce will not work for a company that does not offer flexible working conditions. This means people want the option to work from home as well as in the office. Can you (or do you already) offer that?

We need to be innovative when it comes to retention. Is all our management team on board with the company's commitment that we need to retain our existing workforce? Are they supportive of their teams?

I recently heard from a colleague who is a long-term employee with

their company. They expressed to their supervisor that their stress levels were at an all-time high and they were looking to the company for some support. The immediate supervisor advised them, "if you aren't stressed, I'm not doing my job." Aside from the disappointment the employee felt, there was frustration and the potential for this individual to require short-term disability to try and get the support they needed. On top of that, this was the first time in their career that they considered leaving the company. Could this have been avoided? Absolutely!

At the end of the day, we need to be looking for solutions to retention challenges. The days of saying turnover is the cost of doing business has to end. We cannot afford to lose good people. It's time we started putting the effort into retention strategies to retain a strong workforce today.

For more information on retention best practices, visit us at [www.thrsc.com](http://www.thrsc.com). 



# 2022

## PMTC Golf Tournament

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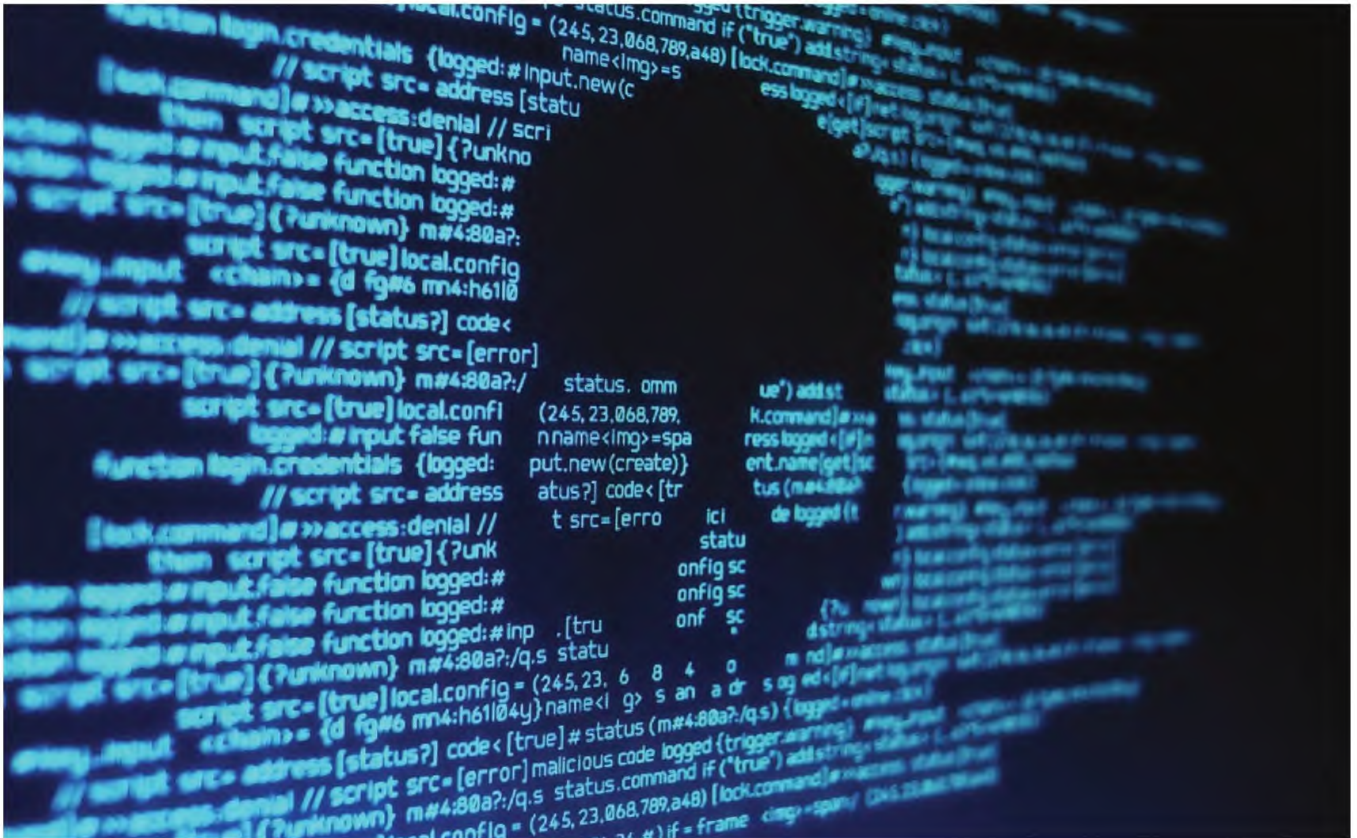
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# Cyber Risks

## FACING THE TRUCKING INDUSTRY

By Derek Brown, Chief Information Security Officer and Vice President of IT Security, Northbridge Insurance



A cyber-attack on your business can have devastating consequences. It can cost you resources, time, and even damage your reputation. As more businesses, including those in the transportation and trucking industry, shift to using digital infrastructure and platforms for their operations, cyber-attacks are a growing concern. On top of that, cyber criminals are known to launch automated attacks that are indiscriminate in nature, leaving no industry safe.

To help you and your business reduce the risk of being a target, we

outline what to consider for your risk management planning.

### Types of Cyber-Attacks your Business Could Face

Before you can take steps to prevent a cyber-attack from happening, it's important to understand the types of attacks you could be facing. Here are some key types of cyber-crime you should be on the lookout for:

#### Social Engineering & Phishing

Social engineering methods can include a broad range of malicious activities, but generally involve using fear and

uncertainty to manipulate a user into revealing information or making a security mistake. The types of information these criminals are after can vary, and include things like passwords, or access to a private computer. Social engineering techniques might involve mass emailing to all of your employees or specifically targeted emails to key individuals in your organization. Social media may even be used to reach your people.

Phishing is a type of cyber-crime that uses fraudulent communications to trick users into revealing sensitive information, such as passwords or banking information. The communications can come in the form



## **FIGURING OUT WHAT WEAKNESSES YOU MAY HAVE IN THE NETWORK AND SYSTEMS WITH PARTNERS WILL HELP YOU TARGET WHERE TO SPEND TIME AND MONEY ON IMPROVEMENTS. PERFORMING INDEPENDENT SECURITY ASSESSMENTS COULD BE USEFUL, LIKE TECHNICAL PENETRATION TESTS AND NON-TECHNICAL SECURITY CONTROLS ASSESSMENTS.**

of emails, text messages, phone calls, or even faxes. Many phishing emails will also contain ransomware.

### **Ransomware**

Ransomware is a type of malware that's used to restrict access to files. Generally, a ransomware attack occurs when a user clicks on a malicious link or file, or in some way reveals their name and passwords. The malware then encrypts the user's or organization's critical data, and the criminals behind the attack demand ransom in exchange for decryption. This type of cyber-attack is used by hackers to trick businesses into handing over large sums of money.

### **How to Protect your Business from Cyber-Attacks**

Now that you have a solid understanding of the types of cyber-attacks your business could face, you can start to plan out proactive steps to help prevent an attack. With that in mind, it's also vital that you know what to do if you're ever the victim of a cyber-crime.

When putting together your risk management plan, consider these factors:

1. Know what assets and vulnerabilities you have
2. Practice good security hygiene
3. Ensure your partners are protected
4. Have a plan in case a crisis occurs

### **Know What Assets and Vulnerabilities You Have**

Before you take steps to protect your business, it's important that you know

what you could lose if your business were to be targeted by a cyber-attack. This could include financial and customer information, as well as logins for accounts that store valuable data. Knowing where your most important data and systems are located is essential. Documenting everything with names, locations, and versions of software will assist in recovery, if needed.

Figuring out what weaknesses you may have in the network and systems with partners will help you target where to spend time and money on improvements. Performing independent security assessments on technical penetration tests and non-technical security controls could be useful.

An assessment can help you understand where your business' vulnerabilities are and what cyber risks are most likely to cause a breach. For example, if you have employees working remotely, ensure they know how to spot a phishing email, and who to contact if they suspect they are a target. Also be sure to examine the potential impact of those cyber risks.

To help you stay on top of emerging cybersecurity risks in the commercial vehicle sector, be sure to monitor reliable industry specific resources, such as The Automotive Information Sharing and Analysis (AUTO-ISAC) Centre.

### **Practice Good Security Hygiene**

There are many steps employees and senior management can take to

help protect your business against cyber-attacks.

- Regularly train your employees. Teach them how to recognize cyber threats and review any cyber security measures that are currently in place.
- Make sure employees create strong passwords and regularly change them. Ensure that unique passwords are used for different sites.
- Create protocols for when a device has been stolen or lost.
- Ensure you're utilizing two-factor authentication. This will add an extra layer of security to an account to prevent someone from logging in, even if they have the correct password.
- Use a virtual private network (VPN), especially if you have employees working remotely. This will provide them with a secure connection through an encrypted virtual tunnel, which can help guard against external attacks.
- Back up critical systems (e.g. using cloud storage).
- Consider developing a cybersecurity committee made up of senior executives or managers across the business. This team can make decisions on policy or investments in software that will help protect company data.
- Ensure policies are being followed by performing audit checks and establish corrective action when security policies are not being followed.
- Do annual technical security testing with an outside party. Let them test your security measures and report on where improvements are needed.



- Particularly for the transportation sector, be aware that new technologies embedded in trucks and tractors often communicate through wireless technologies. Know what you are purchasing. Even though it may help your operations be more efficient, it may introduce security weaknesses that you are unaware of. Ask the vendors for what security testing they have performed on the new tech involved. If your business does not have a large IT team, or have one at all, working with an IT contractor could be a good idea. Ensure they are familiar with your systems, including any industry-specific software. That contractor can help ensure that your operating system is up-to-date, patches are applied, and systems are 'hardened,' meaning they are securely configured and not easily attackable.

**Ensure Your Partners are Protected**

On top of managing your own risk, it's important that you ensure that your partners have are monitoring their risk. After all, if they suffer from a cyber breach, your company could also be impacted.

A self-assessment questionnaire and on-site review of facilities are both good

initial steps to help determine if there are any gaps in their cyber security measures. Then, where needed, a plan can be developed to improve security.

**Have a Plan in Case a Crisis Occurs**

While it's important to take steps to help prevent a cyber breach from occurring, sometimes things can still go wrong. If that happens, it's important that you're prepared and can react quickly. Prepare backup and recovery strategies, and have an incident response plan in place. This can help minimize disruptions and reduce costly losses. An emergency contact list is also vital, and should include important contacts like your insurer, legal counsel, and the police.


Lastly, be sure you've drafted a communications plan. Organizations are required to record and report any breaches of their security safeguards, and notify individuals that are affected by the breach if it could cause them harm. A comprehensive communications strategy can help ensure you're ready to quickly inform customers and stakeholders when a breach occurs. Always seek out legal advice when faced with such scenarios and ensure you are meeting your

obligations in terms of notifications and timelines.

**Protect Your Business with a Proactive Approach**

By taking these steps, you can help ensure your transportation business remains safe. Demonstrate your commitment to the safety of your employees and customers by leaving nothing to chance.

To learn more about key risk management practices that can assist your business, visit [www.northbridgeinsurance.ca](http://www.northbridgeinsurance.ca).

**Derek Browne** is the Chief Information Security Officer and Vice President of IT Security at Northbridge Insurance. During his time at Northbridge, he has worked continuously to improve the organization's security posture in order to assure protection of the client and company data. He has also served in advisory roles for a variety of public and private organizations to assist with their security program development, identity management, and assessment needs. His background is in primarily technical work, including physical security, technical security testing, and secure development. 







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### Members speak out on the value of membership:

"Linde Canada Inc. has been a proud, long time and active member of the PMTC for 15+ years. The PMTC has offered Linde Canada **invaluable insights and resources into the trucking industry**. From unique networking opportunities to timely educational seminars, the PMTC has consistently demonstrated that they are truly tapped into an industry that is constantly changing and evolving. With that said, I believe the PMTC has truly demonstrated their passion and desire to make the industry better through the COVID 19 Pandemic. During these unprecedented times, the PMTC has provided both the industry and its members with 24/7 support through countless lobbying efforts, real time news updates, and access to best practices to keep fleets safe and moving during the Pandemic. It is this type of unparalleled leadership and guidance, that any member, large or small, can expect as being part of PMTC!" *Jim Dimech, Linde Canada Inc.*

"The PMTC is an invaluable source of information for our organization to understand the challenges our partners encounter to serve their customers. This can be through meetings, conferences, emails, website, or social media. The PMTC functions are also a **great way to network** with other members to gain more knowledge and what is new in the industry."

*Mike Kaslauskas, Penske Canada*

"In my 15 years of involvement with the PMTC I have come to rely on the organization to provide **excellent support** on industry wide issues and to be a collective voice for the private trucking community. Through active participation in the PMTC I have been able to network with other fleets and companies to drive better performance in my organization."

*Kevin Riley, Maple Leaf Foods*

"Volvo Trucks has been an active member and supporter of PMTC for a number of years. No other association can provide your fleet with **professional representation for success** along with ensuring a positive image in today's industry. If a fleet has 10 units or 100 units, all are welcome and represented equally. With 78% of private fleets operating less than 25 units, PMTC plays an important role in communicating and representing the issues of both the large and small fleets. Given today's regulatory changes, technology advancements and safety improvements, PMTC members enjoy being out ahead and well informed for success in today's environment." *John Bowen, Volvo Trucks Canada*

"Many PMTC members core products and services fall outside of the transportation sector, however these companies choose to have private fleets to build their businesses. PMTC members are generally retailers, distributors and service providers, that understand transportation plays a major role in their success, efficiency, customer service needs and brand recognition. The PMTC supports these business members as the only national transportation association to represent private fleets. As a member there is great value as **PMTC lobbies for your best interests**, provides recommendations for your success and keeps the membership informed on trends and transportation related issues." *Ted Dezsényi, FedEx Ground, Canada Region*

"We continue to be impressed with the benefits we receive from our membership with the PMTC. Not only are we kept informed of regulatory changes that affect our operations, we also turn to the PMTC as a **reliable resource to provide answers to our specific operational questions** that arise. Youth in the industry can grow professionally and personally from involvement in the PMTC Young Leaders Group. I have asked a lot out of our membership with PMTC and my expectations have been met and surpassed every time." *Leanne Drummond, CPC Logistics Inc*

"We have received **tremendous value** as a member of PMTC over the years. Their educational seminars and Annual Conference are affordable and best in class in the transportation industry." *Kim Richardson, KRTS*

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