

TRUCK NEWS

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Pages 8

The cost of congestion

Congestion is costing the trucking industry a fortune, and without action, it's sure to get worse.

Pages 22-23

Changing face

Women and millennials represent two demographics that are under-represented in the trucking industry.

Pages 33-35

Mental health

Why it's becoming increasingly important to focus on mental health in trucking workplaces.

Page 48

Talking tires

Fleets discuss their strategies for analyzing overall tire costs and performance.

Under attack

Controversial Driver Inc. business model faces scrutiny

TORONTO, ONTARIO

The jig may be up for drivers and carriers operating under the Driver Inc. model.

The Canada Revenue Agency (CRA) and Employment and Social Development Canada (ESDC) have clarified how they will treat drivers who incorporate themselves and operate company-owned vehicles, the so-called Driver Inc. model.

The Canadian Trucking Alliance (CTA) has fought the expanding practice, as it opens the door to the possibility of widespread tax manipulation, since no source deductions come off the driver's pay. CRA has agreed, acknowledging that if an individual incorporates, but has no labor characteristics that are different than an employee – for example, working exclusively for one employer or not having registered any equipment assets – that person is then deemed a Personal Service Business (PSB).

Continued on page 19

Careers: 26-45,63

Ad Index: 57



A recent frozen food delivery was touted as the first to utilize blockchain and smart contract technologies.

Blockchain delivers

First delivery made using blockchain and smart contract technologies

SUNRISE, FLORIDA

The first trucking shipment using blockchain and a smart contract has been made. The shipment was made using dexFreight, a decentralized logistics platform. The shipment was a 5,320-lb frozen food load hauled from Preferred Freezer Services in Medley, Fla., to Manny's Enterprises in Sunrise, Fla., on Oct. 15. The load was delivered by Arel Trucking.

The smart contract was secured by Bitcoin. Funds for the transaction were held in escrow by the smart contract on the RSK smart contract platform, and were automatically released to the carrier upon delivery.

"This is a huge milestone towards an imminent transformation of the logistics industry through the adoption of blockchain technology," said Rajat Rajbhandari, CEO and co-founder of dexFreight. "Our platform aims for a truly decentralized model, open to all the stakeholders, and allowing for a new world of services that will bring much needed optimization and liquidity to this industry."

"With the use of smart contracts, companies like dexFreight can transfer value and assets between parties on our platform," added Diego Gutierrez, CEO of RSK. "With a defined set of rules, in this case for logistics, all participants know that their business needs will be fulfilled without anyone altering their agreement or changing the rules."

dexFreight says it will offer unprecedented transparency, accountability, and trust within the supply chain.

"dexFreight solves the issue of false documentation by making our transactions with shippers completely

transparent, and so we can get paid for the service we provided," said Robert J. Julia, CFO, Arel Trucking. "This technology is the way of the future for the whole trucking industry."

The blockchain concept emerged amid a "mashup" of maturing technologies, explained Ken Craig, vice-president of special projects at McLeod Software, during a presentation at the American Trucking Associations' Management Conference & Exhibition in October. The internet improved, peer-to-peer networks and distributed databases strengthened, computing speeds increased, storage costs dropped, and cryptography advanced.

Blockchains build on it all, offering a tool for participants to share documents – a general ledger of sorts. While blocks of information can be added, none of the interconnected pieces can be changed or deleted.

"Blockchain is a fairly complicated technology," Craig admitted, noting how people grasp onto concepts they tend to understand best. But it essentially establishes a continuous, comprehensive chain of individual transactions known as blocks.

In trucking, that infrastructure could support secure transactions and communication, smart transportation contracts, and even autonomous vehicles and maintenance, said Brad Taylor, vice-president of data engineering, artificial intelligence, and machine learning at Omnitracs.

Walmart, for example, has developed a blockchain to establish a chain of custody for perishable products as they move through the supply chain. "This is a good thing for us," Craig said. "This will help us define the

Continued on page 27

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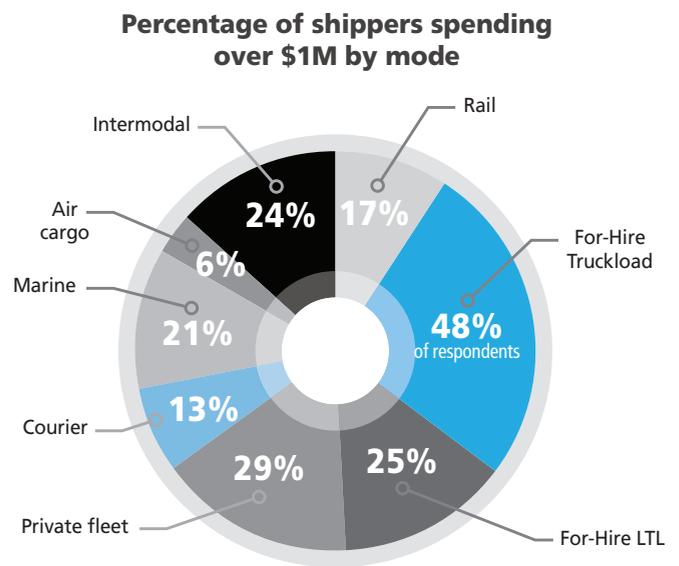
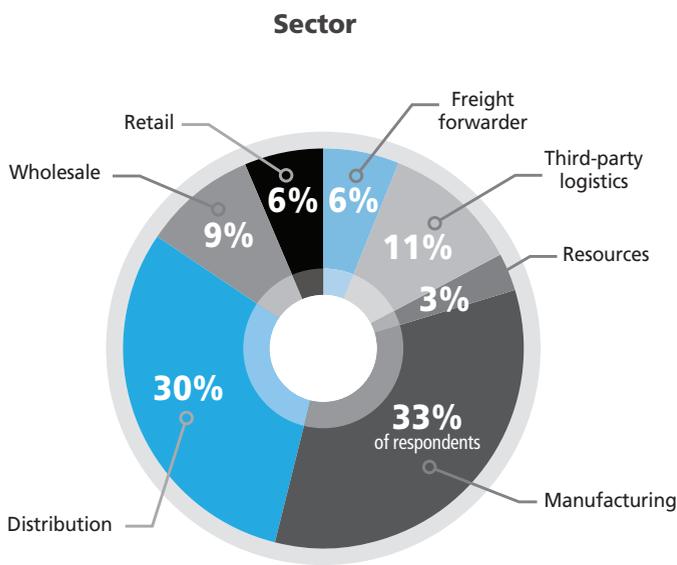
Freight Frenzy

Shipment volumes are higher than expected in 2018. Can it continue into next year?

How busy has 2018 been? Advance results from our annual Transportation Buying Trends Survey shows almost two thirds of Canadian shippers increased their freight volumes in 2018 compared to the previous year. And almost a quarter kept their freight volumes on pace with 2017, which was a strong freight volume year itself. Buoyant freight volumes are expected to continue into next year with 6 in 10 Canadian shippers expecting further increases in their freight traffic and more than a third expecting the pace to stay the same.



Follow Lou on Twitter @LouSmyrlis.



Shipment levels in 2018 compared to previous year

Down more than 20%	0% of respondents
Down 10-20%	1%
Down 5-10%	6%
About the same	24%
Up 5-10%	39%
Up 10-20%	18%
Up more than 20%	8%
Not sure	4%

Shipment level projections for 2019 compared to this year

Down more than 20%	0% of respondents
Down 10-20%	2%
Down 5-10%	2%
About the same	35%
Up 5-10%	48%
Up 10-20%	10%
Up more than 20%	2%

Canadian shippers expecting to increase use of modes

Rail	26% of respondents
TL	36%
LTL	34%
Private fleet	16%
Courier	22%
Marine	35%
Air cargo	13%
Intermodal	31%

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ISSN 0712-2683 (Print)
ISSN 1923-3523 (Online)

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Truck News is published monthly by
Newcom Media Inc.

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PUBLICATIONS MAIL AGREEMENT NO. 40063170
CUSTOMER NO. 4006214



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Contents



Feature Stories

Tire talk

Fleet maintenance pros discuss their tire selection and maintenance strategies. It's not all about the sticker price. **48**

Where are the women?

In our ongoing series on The Changing Face of Trucking, we ask the question, why are women so underrepresented in the industry? **23**

7 Editorial

How will technology transform the way urban deliveries are made? Much the same way it has changed how we ourselves get around cities.

8-21 Business

Why Driver Inc. model's a bad deal for drivers, the cost of congestion, and PIT Group celebrates 10 years of fuel economy testing.

29-31 Technology

A look at the benefits of in-cab cameras, and how fleets are using the data they produce.

33-35 Health

Trucking HR Canada hosted its first-ever symposium on mental health, a subject that trucking workplaces are taking more seriously.

36-39 Equipment

Westcan uses the Mack Anthem to attract drivers, fleets discuss how their spec'ing process has evolved, and a new report examines the potential benefits of medium-duty electric trucks.

40-41 Fleet News

CN has purchased TransX, Day & Ross expands in Ottawa, and Ryder grows its last mile service in Toronto.

42 Karen Bowen – Health

Karen Bowen urges truck drivers to work on their core, to ensure they stay healthy this winter.

43 Dr. Chris Singh – Health

Cataracts, and other eye conditions, can be career-ending for professional drivers if left untreated.

In Every Issue

Marketplace	49-54
Announcements	57
Ad Index	57
Mark Dalton	58
Products	59
Newland Transport	60



44 Stephen Laskowski – Guest Column

The Ontario Trucking Association welcomes Doug Ford's economic plan for the province as it relates to employers.

45 Al Goodhall – Opinion

Al wonders why important messages from industry events often fail to make it to the drivers on the front lines.

61 Additive Manufacturing

How will 3D printing affect the supply chain, and why is UPS, of all companies, investing in it?

63 The Last Word

SM Freight has found success through a customer-centric approach to business.



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The future of urban delivery

The way people move in cities is rapidly changing, and so too, will the way that freight moves. I was in Austin, Texas last month for the American Trucking Associations Management Conference & Exhibition and was taken aback by the popularity of motorized scooters, which were available for use all throughout the downtown core.

These scooters weren't just being used by skaters and hipsters. Businesspeople from the conference used them to scoot to and from their hotel, and I was soon convinced to give it a try. The scooters can be signed out by using an app to scan the QR code, and must be returned to approved locations.

You can zip along dedicated bike lanes or on the street at 20 mph and get where you're going without breaking a sweat. I was just getting used to Uber, and now the next big urban people-moving trend had emerged. In fact, Uber earlier this year acquired Jump Bikes, and plans to offer bikes and scooters through its app.

Ryan Rzepecki, founder and chief executive officer of Jump, told *Bloomberg Businessweek*, "There's going to be a lot of innovation in terms of what types of electric vehicles are out there. It's clear that to go a couple miles, you don't need a 2,000-lb lump of steel."

It begs the question: Does freight really need to travel downtown within 53-ft van trailers? Innovation in so-called last mile deliveries has been slower to come to the freight industry than in the people-moving business. But it's coming.

UPS has been testing a custom-made cargo



bike in Toronto and other cities. The pedal-powered bikes are 2.8 meters long and 1.2 meters wide, weighing 477 lbs unladen with a payload capacity of 897 lbs. It can carry up to 50 parcels. Solar panels power the headlights, tail lights, and turn signals.

"The current pedal-powered model is the first step toward what we hope will become a viable model for urban deliveries," Aylin Lusi, vice-president of public affairs with UPS Canada said when the bike was first announced. "Our goal is to test deliveries with e-assist bicycles; however, provincial regulations limit the ability to do so today."

Manoella Wilbaut, head of sustainability with DHL, is also bringing fresh thinking to the concept of urban goods movements. One initiative is the development of urban micro-depots – small, centrally-located distribution points – which will be shared with competitors.

DHL is also experimenting with the City Hub concept, and Cubicycles for downtown deliveries. Containers a cubic meter in dimension can be delivered to the city and installed on Cubicycles or Cubivans for the final mile.

How effective will these concepts be and to what extent will they disrupt the traditional urban delivery models? Will they spell the end of the 53-ft van trailer in busy urban centers? Only time will tell. But the way goods are moved in cities is about to undergo a transformation. This will create both challenges and opportunities for traditional freight haulers. **TN**



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Infrastructure and the cost of doing nothing

By James Menzies

AUSTIN, TEXAS

Everyone knows the U.S. economy is humming, so the popular All Eyes on the Economy session at the American Trucking Associations (ATA) Management Conference & Exhibition was replaced this year with discussion of a topic that's not so upbeat: infrastructure.

This year's conference featured a roundtable discussion on: *The Cost of Doing Nothing: Why We Need Infrastructure Investment Now*. Rebecca Brewster, president and chief operating officer of the American Transportation Research Institute (ATRI), first drew attention to the cost that congestion is inflicting on the trucking industry.

In 2016, lost productivity due to traffic congestion totaled 1.2 billion hours, equal to 425,000 trucks going nowhere for the entire year, she explained. This equates to US\$74.5 billion in lost productivity. The states of Texas and Florida led the way, but it's a nationwide "urban phenomenon," Brewster said, with 90% of congestion costs coming in urban areas. The worst city in the U.S. to operate a truck based on congestion is Atlanta, Ga., where trucks average during rush hour 25 mph in an area with a 55 mph speed limit.

Unfortunately, the situation is bound to get worse as supply chains evolve, according to Bob Costello, chief economist with the ATA.

While total retail sales are flat, e-commerce sales are rising, and have increased 2,100% since 2000. In 2000, the share of e-commerce was less than 1% of all retail sales, but today it's 9.6%. When excluding cars and gas – items that can't be bought online – it's roughly 16%.

"This is adding a lot of congestion in major metropolitan areas, because of this changing supply chain," Costello explained. He noted the trucking industry's average length of haul is decreasing, from just under 800 miles in 2000 for dry van truckload shipments, to an average of just 500 miles this year – a 33% reduction. For the first time since data has been tracked in the early '90s, the average length of haul in some months this year has been less than 500 miles. Shorter hauls and more frequent shipments are adding to congestion in cities.

This is also having a negative effect on drivers, and the industry's ability to recruit new blood.

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"Nobody likes sitting in traffic," Costello said, noting driver turnover at large truckload fleets reached an annualized rate of 98% in the second quarter.

For this reason, Costello said the driver shortage is not likely to improve in the short-term.

"If things don't change – and I think they will because they have to – we could be 176,000 (drivers) short by 2026," Costello said. "If we do that, not only is our industry in for a lot of hurt, the economy is in for a lot of hurt. Right now, it's an operational hardship for fleets. If we ever get to that point, that's when we will go to stores or go online, and they can't get it to us or they don't have the product."

This year, the U.S. driver shortage is forecasted to be about 63,000 drivers, Costello noted.

Another reflection of congestion's toll on trucking, is the monthly decline in miles per truck. The number of loads is increasing, while trucks are putting on fewer miles, a reflection of shorter trips and longer wait times at loading/unloading facilities. This also makes it more difficult for fleets to project their operating costs. Brewster said ATRI examined a 40-mile route near Atlanta. Depending on the time of day, that route could take between 40 and 93 minutes. She said regula-



tors should consider the benefit of more flexible hours-of-service rules, so drivers can better avoid peak traffic times.

"What if a driver could take a break outside Atlanta for four hours, then come through at a more advantageous time when they can drive through the city at a better speed because of less congestion?" she asked. Considering a split sleeper berth provision that would allow the driver to take four hours in the sleeper, Brewster said that driver would log 45.5 minutes less drive time.

Government must also assist by providing more safe truck parking, Brewster said. She mentioned an ATRI driver survey that found 36.5% of respondents parked in unauthorized areas three to four times a week, while only 10.8% said they never did.

"I think this reflects a much, much bigger problem for this industry," she said.

Drivers spent, on average, 56 minutes per day seeking parking spots, which costs drivers US\$4,600 per year.

"On average, those drivers are giving up about an hour a day of productivity just because they're afraid they're not going to find a place to park down the road," Brewster pointed out.

Infrastructure also includes ports of entry, and Costello said international trade continues to grow.

"We need to have enough capacity and infrastructure at our borders," he said. This year, there will be 12.3 million commercial truck border crossings at the northern and southern borders of the U.S., up from 9.3 million in 2009 – a 32%

increase. In 2017, for the first time, there were more truck border crossings at the southern border than the northern one. The top three border crossings between the U.S. and Canada handle 57% of total crossings.

Commercial truck border crossings between the U.S and Canada require 20,234 U.S. jobs, of which 13,366 are truck drivers. Trade across the U.S. borders with Canada and Mexico accounted for US\$2.81 billion in 2017, Costello noted.

The roads must also be maintained, and panelists advocated for fuel taxes as the fairest way to raise the funds needed.

Tonn Ostergard, CEO of Crete Carrier, said the average motorist loses \$600 a year due to the higher maintenance and vehicle operating costs resulting from rough roads. The cost of congestion adds another \$960 a year in annual costs to the everyday motorist.

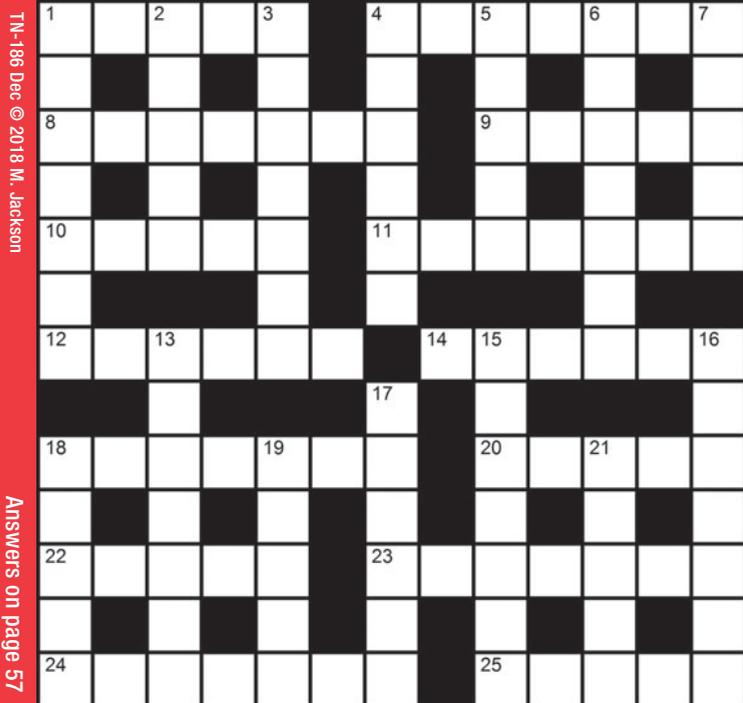
"I can tell you, with our trucks it's much more than that," he said.

Road tolls are not endorsed by the U.S. trucking industry.

"Tolls are just a tax in disguise," Ostergard said. "The fuel tax is the most efficient way to collect that."

He added a fuel tax increase of 20 cents per gallon would cost every tractor-trailer about \$2,100 per year. **TN**

THIS MONTH'S CROSSWORD PUZZLE



TN-186 Dec © 2018 M. Jackson

Answers on page 57

Across

- 1 Truck's load
- 4 Trimac corporate HQ city
- 8 Armour Transportation's NB home
- 9 Petro-Can diesel engine oil
- 10 Major European truck maker
- 11 Breaker _____, CB words (3,4)
- 12 Driver health issue, often
- 14 Carriers' rolling stock
- 18 Roseneau Transport HQ province
- 20 Aluminum wheel brand
- 22 Offramps
- 23 Truck inspection timing (3,4)
- 24 Heavy duty wrecker type
- 25 Axle or tire type

Down

- 1 Diesel engine brand
- 2 Max distance on full tanks
- 3 New truck "package" items
- 4 Chart-topping '75 trucking song
- 5 Upscale motel synonym
- 6 Pneumatic-suspension brand (3,4)
- 7 1968-2013 Saskatoon-based carrier
- 13 Replacement part type, perhaps
- 15 Long term truck renters
- 16 Driver's temporary helper
- 17 Canadian courier company
- 18 Delta, BC-based transport group
- 19 Trip odometer button
- 21 Road bend

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Business

FMCSA fast-tracking review of hours-of-service rules

AUSTIN, TEXAS

The U.S. Federal Motor Carrier Safety Administration (FMCSA) is committed to fast-tracking a review of the hours-of-service rules.

Jim Mullen, chief counsel for the FMCSA, gave attendees at the American Trucking Associations (ATA) Management Conference & Exhibition, an update on the agency's review of the hours-of-service (HoS). The regulations are under review after the electronic logging device (ELD) mandate virtually

eliminated cheating and allowed the agency to get a more accurate look at how the regulations are working.

Mullen said the FMCSA has been listening to the industry, through listening sessions across the country, and the 5,200 comments that were submitted in response to an advanced notice of proposed rulemaking (ANPRM). The ANPRM precedes a notice of proposed rulemaking (NPRM), and the comment period for that ANPRM closed several weeks ago. Mullen said the administration will respond to each of those comments, though not individually.

"What we are doing now is going through all 5,200 comments and we will and must reply to all 5,200 comments in one shape or form," he explained.

If, after those comments are reviewed, the FMCSA decides to proceed with changes to the hours-of-service rules, it will issue an NPRM, which will detail those proposed changes. Another comment period will follow. It can be a lengthy process.

"When we started this process, we had an internal dialogue on how long does it take to get a rulemaking from start to finish?" Mullen said. The conclusion was 36-40 months. "That's not going to work," Mullen said. "We are expediting this process – we're not giving up any of the diligence, but we have sufficient studies already conducted in the past."

He would like to see any changes finalized within 12-14 months. Five aspects of the hours-of-service rules are currently under consideration for updates. They include: whether to eliminate or modify the 30-minute rest requirement; whether to allow more flexibility in splitting sleeper berth time; whether to change the definition of shorthaul from 100 miles to 150 miles; to better define adverse driving conditions and to potentially allow added time to apply to the 14-, 60-, and 70-hour clock; and whether to allow drivers to stop the clock within their 14-hour day and add those hours back to create a 17-hour day.

"We are trying to get through this as quickly as possible without jeopardizing the integrity of the process," Mullen said. "We want to make sure the regulated industry and other stakeholders know we are moving along."

Mullen encouraged attendees to monitor the FMCSA website and social media for updates. **TN**

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Carriers giving capacity to best customers

Driver shortage putting a lid on fleet expansion

By James Menzies

MISSISSAUGA, ONTARIO

Shippers want more capacity and truckers want to give it to them. But new trucks don't come from the factory with a driver installed, so both shippers and carriers are having to work together to make do with what they have.

The Surface Transportation Summit's annual shipper-carrier roundtable was a cordial affair, with both shippers and carriers acknowledging the need to collaborate.

"Cost reduction is always an ongoing opportunity for everyone," said Charles Daharry, transportation manager, Lowe's Canada. "We can't do that alone. We work very closely with our carrier partners to look at how to optimize the supply chain and find opportunities to increase efficiencies together."

Carriers represented on the panel admitted they're having to be selective as to which customers they award their limited capacity to.

"Demand is growing too fast from one day to another, and we had to keep capacity for our core clients," said Tracey Raimondo, vice-president, sales and logistics for Normandin Transit.

Jim Peeples, president, Challenger Group of Companies, agreed.

"All participants in the supply chain need to work together to improve efficiencies. In the case of the customers I deal with, I'll provide all the capacity they need if they include me in their business processes," he said. Too often, he added, inefficiencies simply get kicked down the road.

Fleets aren't adding new capacity because, while it's easy to buy more equipment, it's proving difficult to find qualified drivers.

"The spend on recruitment and retention is higher than it's ever been, and the retention piece is going to be a really big aspect going forward," said Doug Sutherland, vice-president, Sutco Transportation Specialists.

"You have a strong spot market, don't go chase that," he advised. "Stay with the customers that have been with you a long time and build that relationship."

Raimondo agreed: "We are definitely aiming to give capacity to our core clients, but at the same time it's going to be very hard for us to increase capacity right now. There is a shortage of labor in every aspect of our business now."

These comments are the culmination of several years of warnings from carriers during this annual roundtable discussion. Carriers on the panel repeatedly implored shippers to work with them to eliminate inefficiencies and to understand that

carriers' operating costs are continuously rising while rates are not keeping pace. There'd be a day of reckoning, they warned, and that day has clearly arrived.

Martin Pede, manager of zinc sales and service with Hudson Bay Mining, acknowledged shippers have a role to play and must work more closely with their carriers.

"The RFP (Request for Proposal) has become more fluid and it needs to be more collaborative to ensure shippers' needs are going to be met," he said. "Shippers need to provide consistent volumes and information and can't just draw a line in the sand. The RFP model is probably never going to go away...but the rela-

tionship aspect with carriers – especially truck carriers – has to become more ingrained in how the shippers approach the truck carrier market in this environment."

Even when all the obvious inefficiencies have been eliminated from the system, there is still a need for rate increases, according to Raimondo.

"I'm sure we all agree that in the last decade, truckload rates have been too low and increases were long overdue," she said. "We just have to find a way to be fair to both sides."

Sutherland said he feels the strengthening economy brought "equilibrium" to pricing.

"Now that we've gotten to this level it's understanding the increases

year-over-year and having that honest conversation with your shippers," he said. "When we sit down and talk about capital costs and exchange rates, they understand it because there is transparency there. When you just say 'This is what the new rate is,' that's not going to go over as well."

Daharry admitted shippers don't like discussing rate increases, "however it is a reality," he added. "I don't believe the rate increase discussion should be a shock. You should be meeting with your carrier partners on a regular basis. There should be regular, ongoing discussions collaborating together and understanding what the carriers' needs are." **TN**



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It's the science

Performance Innovation Transport:
10 years and 301 fuel consumption tests

By **Carroll McCormick**

BLAINVILLE, QUEBEC

Left unfettered to do its job, science will perform amazing feats, and this is just what the researchers at Performance Innovation Transport (PIT) Group, with the enthusiastic support of its member fleets, trucking schools and government agencies, have done.

In 2008, FPInnovations, an independent Canadian forestry research institute, founded PIT Group, with the mandate to test technologies and techniques with the claim or

the potential to reduce fuel consumption. (The year before that was the genesis of PIT, with track trials, dubbed Energotest, of some aerodynamic accessories conducted at the request of Groupe Robert and Cascades, with the wise proviso by Transport Canada that FPInnovations, with decades of expertise in testing technologies, design and run the trials).

Since then, PIT has carried out 301 tests during a score or so of spring and fall Energotest fuel consumption trials, totaling around 150 track days on Transport Canada's test track in



PIT crew members work on a test trailer.

Blainville, Que. The technologies tested range from aerodynamic additions, air intake, engine and fuel additives, and lots and lots of tires. Techniques tested include stop-and-go urban duty cycles, fuel consumption

tests, fuel consumption at different speeds, disconnecting the second drive axle, and platooning, where three rigs travel in tight formation.

Specialized equipment PIT has acquired along the way includes a portable emissions measuring system, thermal sensors for reefers, dynamic testing equipment, research grade flowmeters and a rare towing dynamometer that lets PIT simulate downhill and uphill driving with different weight loads, from zero to 200,000 pounds.

What is common to all of these tests that makes PIT so important to the trucking industry? Well, at a gathering this October in Montreal to pay tribute to PIT's 10 years of action, an FPInnovation staffer asked me, "What, to you, is the most important thing about PIT?" My instant answer, one I have sworn by since the day I heard about that first upcoming Energotest in 2007, was, "It's the science!"

Before PIT, there were fleets that valiantly tried to measure what methods and products could save fuel. People expert at their day jobs created tests, of a sort, but they were out of their depth playing backyard scientist; the flaws in their home-baked methodology

Photo by Carroll McCormick



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were usually large enough to drive a tandem rig through.

Enter FPInnovation and PIT, with scientists, technicians, trucking industry experts and administrators capable of running top-quality tests under tightly controlled conditions. Specifically, PIT decided to run the Energotest trials to conform to the letter of the SAE J1321 Joint TMC/SAE Fuel Consumption Test Procedure - Type II, Recommended Practice.

In the words of PIT researcher Marius Surcel, "We have the most rigorous procedure for conducting the testing exactly according to the procedures."

The result is that PIT has become a destination for vendors with promises for sale, and a trusted source of information about what works and what does not, from PIT's storehouse of research results.

As Christopher Trajkovski, the vice-president of maintenance with Bison Transport, told the masses at PIT's fifth anniversary party, "Having PIT do the testing frees us up to stick to our core competence, to make prudent capital decisions."

"The trials give industry-wide validity to the tests," added Andrew Smith, the CEO of Advanced Transit Dynamics in Solana Beach, Cali.

Membership fees fund the PIT research. In return, members have exclusive access to its research results. Members also propose ideas for PIT's testing programs - a well-spring that shows no sign of running dry, according to Marc Trudeau, industrial consultant/researcher, PIT.

"Every year we think that we will run out of ideas. We look at the past and we think that it will be difficult to do better. Sure enough, our members are coming up with a ton of new ideas every year. We have over 100 proposals (a year) on average."

PIT also develops and runs in-house tests. They include speed (92

km/h vs. 98 km/h); trailer skirts for 28.5-ft. B-train van pups; rpm (1610 vs. 1400); tire pressure 120 psi versus 100 psi for four-axle van semi-trailers; impact of engine programming on fuel consumption (400 hp at 98 km/h vs. 450 hp at 105 km/h); high profile tires (11R22.5 vs. low profile 275/80R22.5 tires); and a rear deflector for tanker semi-trailers.

PIT has been expanding into the U.S. Activities include tests at US Express, and the launch of PIT Crew USA, which is a program for American fleets that want, for example, access to PIT testing expertise and data.

What does the future hold for PIT? A lot, it would seem.

PIT is involved in many things; ie. electronic logging device verification, Fleet Efficiency Review auditing services, and telematics. **TN**



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DTNA overcoming supply chain challenges

By James Menzies

AUSTIN, TEXAS

Daimler Trucks North America (DTNA) is projecting NAFTA Classes 6-8 deliveries to surpass 440,000 units this year, exceeding its initial ambitious projection of 420,000.

Year to date, deliveries have totaled 330,000 units, which DTNA chief executive officer Roger Nielsen said in and of itself would be a good year. DTNA itself has sold 128,000 units, but its market share has slipped slightly compared to last year. Its overall market share is now about 38%; it owns 39% of the Canadian Classes 6-8 market, and 32% of the U.S. Class 8 market.

Supply chain challenges have been the only thing holding the company back from completing more deliveries, Nielsen said.

"We had a lot of lingering effects from the instability of the supply chain that has hounded us all year and continues to be a daily challenge for our supply chain management staff," Nielsen said during a media roundtable at the American Trucking Associations Management Conference & Exhibition. "We have seen a stabilization over the past two to three months and our factories are once again running at stable rates."

It also lost some production days before and after hurricanes rolled through the Carolinas.

Nielsen said DTNA has been diligent about ensuring its order board is filled with real – not speculative – orders. This should protect the company from mass cancellations in the event of a sudden downturn.

"There has been a lot of discussion about speculative orders populating the backlog," Nielsen said. "You will not see that at DTNA. We were very diligent about weeding out speculative orders. If you send an order in that looks speculative, we will cancel it."

He hopes other OEMs are being equally vigilant.

"I hope the industry is doing a good job," he said. "I don't think it's good for the industry to take on speculative orders. It sends the wrong signals through everybody's supply chain."

Nielsen is expecting 2019 to be equally strong. Within DTNA, the goal is to become more customer-centric. The company recently hosted 30 top customers at its Portland, Ore., headquarters to expose them to its electric vehicles early in the design process. Nielsen dubs this process as "co-creation."

"It's a way to bring products and features to market quicker, by getting customers signed up earlier rather

than jumping up and surprising them two to three years into development. Instead they're with us for the whole journey," Nielsen explained.

Another way DTNA is improving its customer service is by relaunching its one-stop warranty program, which simplifies the warranty claims process on components from third-party suppliers. In 2018 DTNA has seen the penetration of its own medium-duty engines grow to 33%, while the Detroit Assurance 4.0 suite of active safety systems is now being spec'd on 75% of Detroit-powered vehicles.

Daimler continues to grow its parts business, by rolling out more Alliance Truck Parts lines and incorporating retail stores into dealerships. New parts distribution centers are ensuring parts are delivered more quickly to dealers.

The truck maker also continues investing into automated driving research and development.

"We do believe Level 4 automation is going to be a positive business case in the future," Nielsen said. "I don't see a time in the future where you'll be able to get rid of the driver in the truck. We definitely believe that by increasing levels of automation in the vehicle, we will improve the safety of the vehicle, and the safety of the driver."

Asked what impact tariffs and the new trade agreement with Mexico and Canada will have on its business, Nielsen said Daimler is well positioned to comply. The agreement, if approved, will require truck makers to have regional value content of 70% in seven years. Because it produces its Detroit engines, axles, and transmissions in Redford, Mich., Nielsen didn't anticipate any difficulties in complying.

"It's nothing that's going to disrupt us," he said of the new agreement.

Inbound tariffs, however, are proving to be more disruptive, with steel prices up as much as 50%.

"Inbound tariffs have been tough," he said. "Steel and aluminum prices went up. They went up higher than the tariffs would lead you to believe they should...and have stayed at high levels."

Asked about Western Star's prospects, Nielsen glowed as he recalled being part of the management group that did the acquisition, before he moved to Kelowna, B.C., to assist with the integration.

"I have Western Star in my blood," he said. He noted the 5700 will be getting more features to help it penetrate the on-highway market, while the 4700 and 4900 should benefit from increased infrastructure spending. **TN**

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The struggle is real

Shippers struggling as rates increase, capacity decreases

By James Menzies

INDIANAPOLIS, INDIANA

"This has been the most disruptive time we've seen in domestic transportation."

Those words, spoken by John Janson, director of global logistics for Sanmar, were spoken at the FTR Transportation Conference in September, and echoed by many of his shipper peers.

"I'm not seeing anything in the near future that's going to change that," he added. The electronic logging device (ELD) mandate in the U.S. coincided with strong demand for transportation services, which put pressure on capacity and enabled carriers to push through sizeable rate increases.

"One challenge we've really seen and continue to focus on is accessorial charges," Janson said. "There is a higher premium on a driver's time and that asset utilization. Shippers used to have the opportunity to take advantage of trailers for storage, now all the focus is on turn time, how fast can you get that equipment back into the marketplace? You have to be able to start shaping your company and your operations to accommodate that."

Don Daseke, chairman and chief executive officer of Daseke Inc., acknowledged business is good – especially in the flatdeck segment.

"I think we could be in for a long cyclical strength of the flatbed specialized market," he said. "Part of the reason for that strength is the ELDs certainly contracted capacity a bit. The second factor is, there are really no flatbed companies of size that are adding capacity. If you have fixed capacity of flatbed specialized equipment and strong industrial demand, which there is, you likely have a long-term tight market for flatbeds."

Higher wages will be required to find the drivers willing to do flatbed work, Daseke predicted.

"What I think has to happen over the next five years, is the average driver making \$60,000-\$65,000 this year, five years from now will be making \$100,000 a year, because how do you attract drivers to a job that has inherent disadvantages? You attract them by paying them enough money to lure them away from other jobs," Daseke reasoned.

Thom Albrecht of Celadon said business is also booming in the dry van segment, with freight growth outpacing GDP – a rare occurrence, which he said happens about once a decade. He said current market conditions have allowed carriers to bake time into their pricing mechanisms, and this will continue going forward.

Jeff Tucker, CEO of freight broker Tucker Company, said oppor-

tunities are being created for small fleets that can market themselves to drivers with perks such as no forced dispatch policies and family environments, and a focus on driver-friendly freight.

"What I think has to happen over the next five years, is the average driver making \$60,000-\$65,000 this year, five years from now will be making \$100,000 a year."

– Don Daseke, Daseke Inc.

"Retailers that allow their operations to hold drivers for six to 16 hours is abusive in today's environment and it happens every day in retail," said Tucker. "This economy in trucking allows choices, and choices allow you to pick up and go somewhere else."

This ability for drivers to easily move on has led carriers to take steps to better retain their professional drivers.

"Trucking companies do stupid stuff," Celadon's Albrecht admitted. "We have made a number of changes at Celadon."

For example, drivers were previously offered a pay premium if they worked over the U.S. Thanksgiving holiday – but were not paid if their truck broke down, keeping them sidelined. Now, Albrecht said, drivers are paid the premium even if their truck is down.

"Drivers start talking, 'Hey, they're going to take care of you.' You just have to be respectful of people," he said.

The trucking industry's growth is currently among small fleets, and shippers are looking to these fleets to fill niche lanes as "one lane wonders."

"If you have some dedicated runs like we do, and if you can match them with a niche carrier where that lane becomes meaningful to them, it's a great opportunity," said Janson.

"Last year we added three different sets of one lane wonders where my transportation team has put their sales hats on and they're out finding these carriers."

Lee Klaskow, senior analyst with Bloomberg, expects trucking rates to continue to rise, with contract rate increases hitting the mid-teens by the end of the year.

"Our view is that rates will continue to climb from here," he said.

Janson worries there will be continued pressure on rates.

"As we head into 2019, we are still hearing expectations for high single digit numbers for rate increases," he said. "It puts an inherent pressure on the shipper to say, what can we control? If we can make ourselves more desirable customers, we believe that will be directly reflected in rates we're doing with long-term carriers. We are really focused on what we can control. It doesn't look any brighter for shippers in upcoming months and upcoming years."

Daseke agreed that shippers should work with their carriers to eliminate waste from the system, but added there are limitations to how much this can achieve.

"In order to pay our drivers more, the shippers are going to have to bear the price of attracting drivers to the flatbed business. And that pressure I don't think is going to lessen. We can all try to be more efficient and we do that and urge our shippers to be more efficient in the way we can turn around equipment at their premises, but there's only so much you can do there," Daseke said. **TN**



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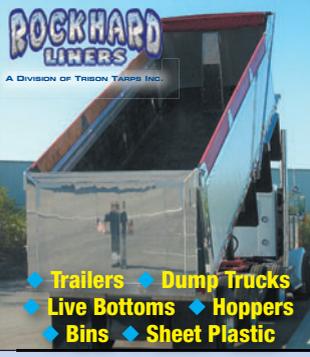




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Reflections from American trucking legends

Trucking leaders think back on deregulation, other industry changes

By James Menzies

AUSTIN, TEXAS

To be a successful business leader sometimes requires you to step outside your comfort zone.

That was one of the takeaways from a panel discussion featuring trucking legends, hosted at the American Trucking Associations (ATA) Management Conference & Exhibition here. Tommy Hodges, chairman of Titan Transfer in Shelbyville, Tenn., said he had to overcome being introverted in order to successfully grow his business.

"You have to be interactive. You have to greet people and you have to greet people with a smile," he said. This was initially a struggle for him, since his introverted personality made him more comfortable away from the limelight. Hodges admitted he has been able to overcome this, and most business associates wouldn't think of him as an introvert. "That's not the Tommy Hodges most of you know," he said about his outgoing personality. "That's the one I work hard every day to be."

Hodges got his start in the trucking industry early, when his girlfriend's father gave him a job at a local trucking terminal.

"He put me to work on the docks loading trucks," Hodges recalled. "It started my passion for learning the business from the ground up. Many people wouldn't recognize the business today if they saw a glimpse of what it was back then."

He said the company moved three million pounds of freight per day across an LTL dock, and had only one forklift.

"We did everything by hand," he said.

The culture was a lot different then as well. He remembered going to school at night to get his master's degree, when the professor asked the students what industry they wanted to work in. When Hodges said he managed a trucking terminal, the professor said it was no wonder he wanted to get a degree and find a new industry.

"That cut me like a knife through the gut," Hodges recalled. "It has been a lifelong mission of mine to improve that perception internally. The way we perceive ourselves – we've made so much progress in that."

But he acknowledged it was a rough industry at the time.

"The Teamsters didn't have a good reputation in the marketplace, and a lot of places were pretty much dominated by thugs,"

he said. "They settled their differences out on the apron of the dock. We don't do that today."

Donna Weinrich, president of Weinrich Truckline, remembers being the only female to show up at ATA meetings and industry conferences.

"The first time I went to a meeting like this, I got off the plane and thought 'What are you doing here?'" she recalled.

She is fascinated by how technology has changed the industry.

"My technology was an electric typewriter, a calculator, and a phone you had to dial," she said. "You'd probably have to go to a museum to find those."

While technology has improved the industry and drivers' livelihoods, Don Bowman, chairman of D.M. Bowman, said new challenges have emerged.

"Along with the great technology we have in the trucks has come serious congestion," he said. "Our drivers have to put up with far more congestion than we ever did. It's a real problem for the industry."

Another challenge is attracting drivers. Weinrich said attracting drivers is easier as a small carrier with a truck driving background.

"With my family, growing up as children of a truck driver, they know how important it is to these drivers to have home time," she said. "So, we try really hard, if they let us know what they need, to do that."

When all else fails, Weinrich has another tactic at her disposal: "Every once in awhile I treat them to homemade pies."

One of the greatest changes witnessed by all the panelists, was deregulation.

"It was going to put trucking out of business," Hodges recalled. "We would not have trucks. It was going to be the death of trucking."

And it was the death of 97 of the top 100 carriers at that time.

"But it opened up the door for what you see as the top 100 carriers today," Hodges said. He recalled how divided the industry was over the idea of deregulation. Many carriers had operating authorities on their balance sheets worth millions of dollars that evaporated overnight. But the change was ultimately for the better, as those authorities were often offered as political favors.

Hodges also noted the ATA has changed for the better, evolving from an old boys' club to an association that represents carriers of all size. **TN**

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Why Monday Night Football may contribute to unsafe driving



AUSTIN, TEXAS

Could Monday Night Football be to blame for risky driving behavior among truckers?

After combing through more than 100 billion miles of data, Lytx data analyst Ryan Brandos thinks that could be the case. He analyzed the data from the video-based telematics provider, which in 2017 captured 16.1 million behaviors and 6.9 million risky events, and came to some interesting findings.

First, the good news: truck drivers monitored by Lytx are becoming safer. In the most recent three months of 2018, there were 358,359 fewer instances of poor driving compared to the same period in 2017.

"The trucking industry as a whole has been making tremendous strides in reducing instances of risky driving behavior," Brandos said during a press briefing at the American Trucking Associations (ATA) annual conference. The company now has 116,000 event recorders installed in trucks. Interestingly, Tuesdays have the highest instances of driver condition and driver conduct issues, including drowsy driving and driver errors. This is especially true during the NFL season, leading Brandos to conclude Monday Night Football may be to blame.

However, awareness, distractions and outcome behaviors (ie. use of cellphones) spike on Fridays.

"Generally speaking, the risk we see in the fleets we cover tends to start off relatively low on Monday and get progressively worse throughout the week with Friday being the single riskiest day of the week," Brandos said.

The highest concentration of collisions happens on Wednesdays, with the peak time being between 2 and 4 a.m. Mondays have the fewest collisions.

Lytx also examined which behaviors correlate with a driver's likelihood of being involved in a crash within the next 90 days, with being involved in a crash being the top predictor. However, there was also a strong correlation between not wearing a seatbelt – the most frequently identified behavior – and likelihood to be involved in a crash.

"If a driver is willing to take a chance with their personal safety, they're also willing to take a chance with vehicle safety," Brandos reasoned.

Lytx also identified the riskiest roads, with two sections of Route 309 in Pennsylvania that are within a few miles of each other, coming out as the two riskiest sections of road. Brandos said these stretches of road have lots of interchanges with heavy traffic merging on and off the highway.

"We are hoping to be able to give our customers deeper insights into how the roads they travel affect their risk profile," Brandos said. **TN**

U.S. economy should remain strong: FTR

COLUMBUS, INDIANA

The U.S. economy is "in a good place" and expected to stay there through 2019.

That was the assessment of Bill Witte, senior economist with FTR, who gave an economic update to subscribers during a *State of Freight* webinar Oct. 11.

He cited Q2 GDP growth of 4.2%, which has been accelerating since mid-2016.

"Until about a year ago, that growth was really just bringing the economy back to its post-recession new normal growth of around 2%. Since then, it continued to accelerate and is now significantly above that. We have broken out, at least for a while, from the new normal," Witte explained.

Other encouraging signs are stronger investment growth, government spending, and a rise in exports. The only sector that's not thriving is housing, Witte said. But he also warned the strong export numbers may have been distorted by talk of tariffs and a rush to ship goods in the second quarter before anticipated tariffs took effect in the third quarter.

The labor market is also strong, with unemployment at 3.7%, the lowest rate since the 1960s. And more good news: the economy is well-balanced.

"I think we're going to continue to be in a pretty good place for most of next year, at least," Witte said. "And not a terribly bad place after that."

But that assumes nothing major goes wrong. Witte acknowledged there are downside risks, including: bad fiscal policy; international problems in China or Europe; political deadlock in the U.S.; and a significant correction to the financial markets.

If a couple of those risks come to fruition, Witte said "We might see a recession."

Witte doesn't think a recession will occur until 2020 or 2021, and when it does happen, he said it will likely be a "garden variety recession" like that seen in 2000-2001.

"I don't see the likelihood of something like the 2007-2008 recession," he said. "We went into that one with an economy that was significantly out of balance, and the housing sector was inflated. There's nothing like that this time. The economy is pretty well balanced."

All in all, Witte remains upbeat about the economy.

"My top line story is I think the economy is going to be pretty good at least through 2019, and potentially, if things don't go wrong, beyond that," he concluded. **TN**

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DO NOT CROSS THE LINE WHEN IT COMES TO YOUR TAX OBLIGATIONS

ARE YOU READY TO FILE PROPERLY AS AN INCORPORATED DRIVER & ISSUE T4AS?

CRA has clarified incorporated company drivers are Personal Services Businesses (PSBs) and not eligible for any small business deductions. Trucking ownership must now issue T4As to all self-employed contractors. Are you ready to comply? Now is the time to get educated.

For more information on Canada Revenue's 2018 tax guidance on self-incorporated drivers, Driver Inc., PSBs and mandatory T4As in the trucking sector, please visit cantruck.ca/driverinc



Driver Inc. crackdown

Continued from page 1

PSBs are: not entitled to income tax deductions available to other corporations; cannot deduct most expenses available to other corporations; are subject to a combined federal and provincial tax rate of 33%; amounts paid by one business for services provided by another business must be reported to CRA, but are not subject to statutory payroll deductions; and if the corporation pays salary and wages to one or more employees, these amounts are subject to withholding of income tax, CPP and in some cases EI.

CRA told the CTA that beginning with the 2018 tax year, all payments made to self-employed individuals deemed to be PSBs must be reported on a T4A slip. Now, the CTA is calling on CRA to fully enforce this policy nationally and to increase fines for non-compliance.

“CTA applauds CRA’s actions. We now have clarity of the rules from a tax filing and enforcement perspective regarding Driver Inc.,” said CTA president Stephen Laskowski. “We will begin educating the industry on this policy and ensure that it is enforced.”

ESDC has also responded to the CTA, noting that incorporated drivers operating company vehicles are entitled to the same treatment under the law with regards to overtime payments, general holidays, vacation time and pay, as well as termination and severance, as employees.

ESDC said it would consider conducting inspections in high-risk industries, such as trucking.

“We believe Driver Inc. is costing the Canadian government hundreds of millions of dollars in lost tax revenue from drivers not filing as a PSB or simply not properly reporting their income,” says Laskowski. “We are hopeful the combined actions of CRA and ESDC will finally restore labor standard compliance and tax

fairness throughout the trucking industry.”

Shawn Baird of Sharp Transportation Systems is a vocal critic of the Driver Inc. model, which he says costs Canadian taxpayers billions of dollars.

“Any company that operates within our borders should understand their responsibility to make deductions at the source and remit them to the government,” he said. “We may like to complain about our taxes, but at the end of the day, most of us comply.”

He said up to 90% of Canadian trucking companies could be employing Driver Inc. practices. A large company with 1,000 drivers making between \$50,000 and \$75,000 a year could be avoiding payments of more than \$25 million a year, he calculates.

“Additionally, this practice makes it very difficult for law-abiding trucking companies to recruit drivers, which has become a great concern for the industry,” he added.

Why traditional carriers are at a disadvantage to those using Driver Inc. model

	Cost to Sharp	Driver Inc.
Wages	\$75,000	\$75,000
Tax	Floats	?
CPP	\$2,593.80	?
EI	\$1,201.51	?
EHT	\$1,462.50	\$0
WSIB	\$5,227.50	\$0
Vacation Pay	\$3,000	\$0
Stat Holiday Pay	\$3,750	\$0
TOTAL COST	\$90,737.27	\$65,530*

*Assumes HST retrievables for the Driver Inc. company of \$9,470

Baird also urged shippers to consider their role in the use of companies employing the Driver Inc. model.

“If the driver is not covered by WSIB and gets hurt on the job, they can sue,” he said. “The driver can sue the shipper, customer, receiver, the owner of the truck or the property

owner and the owner of the goods – they can sue everyone involved.”

He advised shippers to ask their carriers to supply CPP and WSIB remittances monthly to ensure they’re operating by the book. For more insights on the Driver Inc. controversy, see pages 20-21. **TN**

Driver pain and discomfort can be managed: Study

WATERLOO, ONTARIO

A study conducted by the University of Waterloo has found that close to 60% of truck drivers experience musculoskeletal pain and discomfort on the job, despite the fact that MSDs can be prevented and managed.

The study, that involved 107 drivers crossing through popular rest stops along Hwy. 401 in Southern Ontario, found that many drivers complained of shoulder and lower back pain, which they attributed to being a result of their job.

According to lead author of the study and Ph. D. candidate at the University of Waterloo, Sonja Senthana, that musculoskeletal pain and discomfort often occurs in the shoulders, arms, legs, feet, and back of patients, and can lead to musculoskeletal disorders (MSD) such as chronic back pain, tendonitis, and carpal tunnel syndrome.

“The study consisted of a questionnaire with seven sections,” Senthana explained. “There were questions about demographics, age, marital status, education level, income level. There was also a job-focused section, that asked about the nature of truck driving, like how many hours a week they drive, what kinds of goods they haul. And the MSD section had a body diagram, where drivers were asked to identify where they felt a frequency of pain of over 30 days.”

Drivers were also asked to measure their perception of the work roles they believed could be harmful to them.

The study found that there was a link between the pain and discomfort and risk factors such as organizational safety climate, level of risk associated with the job, exhaustion from work tasks, being married, and having higher education levels.

The good news, Senthana said, was that this type of pain and discomfort can be prevented by modifying the risk factors, like having ergonomic seats that reduce whole body vibrations, and getting out and stretching on breaks.

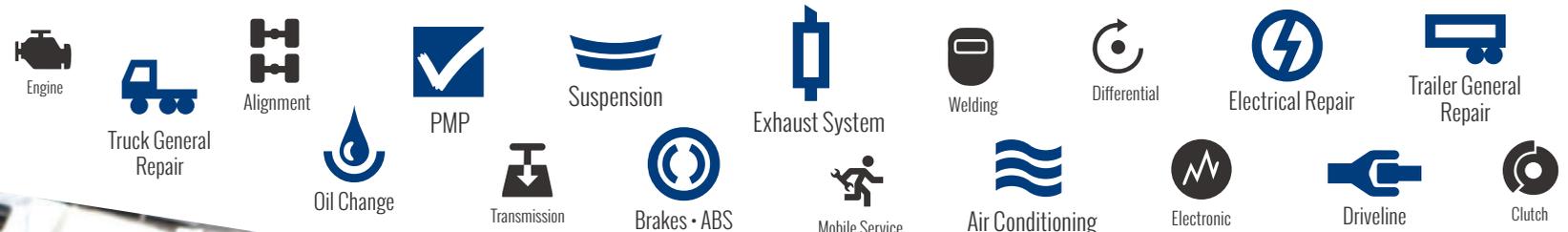
Co-author Philip Bigelow, a professor at the University of Waterloo, added: “Physical exposures such as awkward postures, repetition, lifting, whole body vibration and prolonged sitting, as well as personal factors such as physical fitness and job satisfaction, are known to be associated with the development of MSDs. Since driving a truck involves a variety of these risk factors, programs that address these multiple factors are needed.”

Bigelow added that many Canadian carriers have adopted programs that take holistic approaches that include reducing vibration exposure through improved seating, modifying workloads and physical tasks, as well as promoting the overall wellness of drivers by encouraging physical activity and healthy eating. **TN**



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A look at the numbers

Why risk being a contract driver, when you can make more money as an owner-operator?



Kasia Malz is the CFO of Titanium Transportation Group, a leading provider of transportation and logistics services throughout North America. She can be reached at kasia.malz@ttgi.com.

Driver Inc. is one of the most debated topics in the Canadian trucking industry today.

This model of driver engagement has grown over the last decade because it supposedly allows for significant tax savings for both the so-called contract driver, as well as for the hiring company.

But is it really as simple as that? Is it legal? Drivers who are either in this sort of relationship with a carrier, or are considering entering into one, should inform themselves of the full scope of the risks they face.

And, if the goal is to run your own small business to increase your take-home pay, I would suggest there is a better way.

Firstly, contract drivers generally get paid less per mile or per hour than they would otherwise get paid as an employee.

They are willing to accept a lower rate to avoid source deductions being taken off their pay.

If they have a good – scratch that, creative – accountant, the thinking is there will be little to no taxes to be paid at the end of the year once all eligible business expenses have been deducted.

Not only is there significantly more of an administrative and record-keeping burden associated with this approach (not to mention the related legal and accounting costs), in reality, these drivers are taking home less than if they were an employee.

Also, contractors do not enjoy the many rights and protections owed to employees under Canada's labor laws.

For example, contractors may be let go at any time and for any reason, without severance. A company is also not required to pay the company portion of Canada Pension Plan (CPP) and Employment

Insurance (EI) premiums for contractors. Contract drivers must cover these expenses on their own.

Contractors are also foregoing at least two weeks of vacation and nine statutory holidays that are required to be paid to employees. That is an entire month that contractors do not get paid for.

In other industries, contractors may be paid better than employees in order to make up for these fairly significant shortfalls in earnings and benefits. This is unfortunately not often true in trucking.

There is much more money to be made as an owner-operator and for much less risk.

According to the Canada Revenue Agency (CRA), one of the key factors in distinguishing between an employee and a contractor is whether the equipment or tools used in undertaking the work are owned by the individual – in this case, a truck.

Some drivers believe they can get around this by incorporating themselves. Sorry, not so!

The reality is that an individual who simply provides driving services, runs the significant risk of being deemed a personal services business (PSB) which attracts basically the same high tax rate and limited ability to deduct expenses as if the driver were an employee.

CRA defines a PSB as: "A business that a corporation carries on to pro-

vide services to another entity that an officer or employee of that entity would usually perform." Sounds like Driver Inc. to me and I expect CRA will ultimately rule that way. This could be catastrophic for a driver, as CRA can go back and re-assess several years, charging interest and penalties on the re-assessed amounts.

Income taxes would be re-assessed at a higher rate and expense deductions not available to an employee would be denied. CRA will ensure that the contractor is put in the exact same position they would have been if they were an employee.

So, what is the point? In my view, contract drivers are taking a great risk. They are likely just deferring their tax bill while not making any more money in the meantime.

But, what is more perplexing, is that if a driver truly wants to become a legitimate small, independent business in order to maximize his or her take-home pay, there is a perfectly legal and accepted way of doing that: buy a truck and operate as an owner-operator.

There are many lending institutions that can help drivers make the transition. Indeed, many trucking companies offer reasonable lease-to-buy programs with no deposit requirements. They may also offer attractive pricing on fuel, maintenance and insurance.

Not only does this model allow the corporation to access the small business tax rate and legitimately deduct eligible business expenses, but they can also make significantly more money.

Using the company I work for, Titanium, as an example, our owner-operators can gross upwards of \$250,000. Even after truck payments, fuel, and repairs and maintenance, owner-operators can still take home a six-figure income.

A contract driver, in comparison, generally makes around \$55,000 to \$65,000.

Owner-operators, in the meantime, are also building equity in their truck. After a truck is paid off, owner-operator take-home pay increases by another \$20,000 to \$30,000 a year.

Alternatively, that equity can be used as a trade-in towards a new truck with reduced monthly truck payments.

Reputable companies take care of owner-operators and make the transition easy for them.

Freight is generally balanced or auctioned, so that every owner-operator has equal access to good freight.

All things considered, there is much more money to be made as an owner-operator and for much less risk.

Contract drivers should be wary and consider the owner-operator model, as the only one really profiting from a Driver Inc. arrangement is the company they work for.

The companies that are hiring contract drivers should worry as well. In their case, it's not CRA that should be a concern, as CRA has more to gain by going after the contract drivers.

These companies should be worried about the class-action lawsuit coming their way for all the years of vacation and statutory holiday pay that was avoided. That is after all, how the model unraveled in the U.S. **TN**

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With PSBs, Driver Inc. doesn't make sense



Looking through past columns, I've written about driver services and self-employed drivers four times in the past 12 years. This is the second-to-last column I'll write about it, and, because this is a two-parter, next month will be the last.

Two branches of government have issued opinions, facts, and policies that basically eliminate the advantages of the so-called Driver Inc. arrangement for the driver. Canada Revenue Agency's (CRA) statements get the most publicity (the agency's website has an entire section devoted to it) but the Employment and Social Development Canada (ESDC) stance is equally important.

I'll get to that next month. This column deals with the CRA position from the driver's point of view.

Meet the PSB

When CRA determines whether someone is an employee or self-employed, it looks at the level of control the payer has over the worker, including: does the worker provide his own tools and equipment?; does the payer choose and control the method and amount of pay?; does the payer decide what the worker will do?; can the worker subcontract the work or hire assistants?; what is

the worker's opportunity for profit or loss?; does the worker require permission to work for others?; is the work performed an integral part of the business?; and is the work performed continuous?

We all know the answers.

No, you do not own the truck. Yes, the carrier controls everything about your pay. Yes, the carrier tells you what to do. No, you cannot hire another driver to take your place. No, you have no opportunity for a loss. Maybe you can work elsewhere. Yes, your work is integral. And yes, the work is continuous. A self-employed person typically does not work at only one place year after year.

There's a third classification for workers: the incorporated Personal Services Business, or PSB. PSBs are nothing new. They're common in construction, upper management, and consulting. For truck drivers, CRA has stated that the PSB designation must be used when the elements of an employee-employer relationship exist but you want to be independent.

Fewer deductions

The PSB designation drastically changes the two most important elements of being incorporated: one,

your corporation is not entitled to deduct any expenses; and two, your corporate tax rate is much higher on any net income it shows.

Remember how your carrier "sold" you on the idea of incorporating because you were going to save on income tax? Well, a PSB is only allowed to deduct salaries or wages and related benefits it pays to employees (you are an employee of your PSB). It can't deduct the cost of cell phones, meals, office supplies, travel, service vehicles, and office-in-home expenses. They are all specifically excluded.

Without expenses to deduct, there is no tax savings.

Higher tax rates

PSBs are also taxed at a higher tax rate than other small businesses.

In the past, if you showed a corporate income because you left money (savings) in the corporate bank account, or paid yourself or spouse a dividend instead of wages, the tax rate (in Ontario) was 13.5%. Now CRA says that same corporate income is taxed at 33%, although you should confirm this percentage with your accountant. As an employee in Ontario, depending on what tax bracket you're in, you will pay 24% to

29% personal income tax. Without a cheaper tax rate there is no tax savings.

No change for carriers

So, let's make this clear. This rule change does not affect the carrier at all. Your PSB does work and gets paid and the carrier claims that expense as always.

It's you that CRA has changed the rules on.

It's you that must properly file your corporate tax return and check all the right boxes so your business description is correct and ensure your taxes paid is correct.

So, you came into this independent driver relationship knowing you were giving up EI and other employment benefits, plus taking on extra work of filing GST/HST and corporate tax returns, all because you were going to deduct expenses and save on income tax. Without those tax savings, why are you an incorporated driver? **TN**



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How to attract – and keep – millennials

By James Menzies

AUSTIN, TEXAS

Attracting millennials to the trucking industry isn't impossible, but they're more likely to be drawn to a company and a role with purpose.

That was one of the conclusions of a panel discussion on attracting millennials, at the Management Conference & Exhibition of the American Trucking Associations. Joyce Brenny, president and founder of Brenny Transportation, takes it a step further and says employers should start off by ensuring they're targeting the right candidates in the first place.

"The biggest mistake we make is, we bring the wrong people into this career," she said, noting her company conducts personality profiles to ensure candidates will be a good fit. "The best way to deal with your own company is, test your best drivers. Find that personality. We found two personality profiles we look for when we hire new individuals."

The industry could also do a better job of leveraging technology to attract younger employees, noted

Gary Johnson, director of risk and compliance management with Lytx.

"Technology does play a big part in the recruitment and retention of drivers," he said, adding technology can add to the safety culture within a trucking company.

"Technology, without a doubt, has helped," added Brenny, whose company hires prospective drivers as young as 18. "We take them, with no experience at all, put them through the program. Typically, our training program lasts a year."

Drivers are also trained on company culture, and are given local lanes until they're old enough to run longhaul.

"By the time they are 21, they're ready to go. They're experienced at that point and we have enough local freight so we can train them in a local setting and bring them back every day, review, go over where they're at, what they learned with their trainer and what do they need to do tomorrow?" Brenny said. The company's retention rate over the last three months for these young hires is 100%.

Johnson emphasized the importance of the onboarding process, which is an excellent opportunity to espouse the carrier's culture, but too often takes on a negative tone.

"We spend so much time and energy getting drivers in the door, selling them on the experience they're going to have as a driver, however they'll go through a driver orientation experience for three days where we tell them how they're going to be terminated if they don't follow the rules," he said.

Seth Becker, who formerly managed recruitment at Knight Transportation, said carriers should embrace video to reach out to millennials. At Knight, several drivers with large social media followings were equipped with cameras so they could document their lives on the road – the good, bad, and ugly.

"Tell the story of what it's like to be a driver, even the bad things," Becker said. "People need to see what it's actually like...it worked very well and helped attract an audience of younger drivers."

Brenny agreed fleets must be hon-

est about the profession and not present unreasonable expectations. Her pet peeve is when carriers glamorize the job by saying drivers get to "see the country."

"I don't think that's a great pitch line," she said. "Show the real heart and soul of what the job is."

Johnson said to retain drivers, fleets must bring their families into the organization. One fleet offered to pay the cost of continuing education for not only its drivers, but also two additional dependents.

Brenny said carriers should also be teaching their drivers and owner-operators about financial literacy, so they know how to achieve success.

But at the end of the day, retention of any driver can be achieved by listening to – and addressing – their concerns. Brenny recently began paying for loading time.

"Those drivers deserve to get paid when they're loading," she said. "Even if it only takes an hour, when they're loading and unloading. It's one more sore spot drivers talk about all the time, so why not fix it? Just fix it, you know?" **TN**

Insights

Private Matters

The changing face of trucking

We all need to work together

Readers of industry publications are no doubt aware of the reporting that Newcom Media has done, on the changing demographics in the trucking industry. The stats were reported on in great detail in recent issues of *Today's Trucking* and *Truck News*, and picked up on by other publications since.

Just as a quick reflection, the numbers showed that as of 2016, visible minorities accounted for 24.5% of truck drivers in Canada, up from 3.5% in 1996. South Asian drivers account for 17.8% of the overall truck driving population as of 2016, up from 1.8% in 1996. In Vancouver and Toronto, the number of South Asian drivers is even higher, at 55.9% and 53.9%, respectively. As reported, anyone who has been in the industry for the last number of years will have noticed the shift, and the increasing presence of immigrant drivers roaming the highways.

What I want to discuss is a little more controversial in nature, but something that needs to be addressed: racism in trucking in Canada. I don't have hard stats that I can point to that will show you the number of racist incidents on the road and whether it has improved or intensified in the last 20 years, but I will report on my own experiences in recent times.

If you follow trucking blogs on Facebook or twitter, you will, no doubt, have seen the racist noise that is spewed by some of the driving and non-driving members of this industry. I receive, on average, two to three personal messages per month via email or social media, spewing views that are racist and not based on facts.

In these messages, new Canadians are blamed for everything and anything that is wrong with our industry. They are called unqualified, poorly trained, dangerous to the motoring public, being the sole cause of any increases in accident rates among commercial drivers, and in some cases called names that I won't repeat.

I do believe the people who make these comments represent the vast minority of opinions in our industry, and that most people in our industry are progressive, accepting, and adapting to our changing culture and ways. However, any amount of racism is too much, in my view.

Let's concentrate our views and efforts towards facts, and specific incidents, and not blame every accident or safety issue in our industry on a specific culture or race. Do we have untrained and unqualified drivers on our roadways? You bet, and that is unfortunate, and some-

thing we need to improve on. However, unsafe operators do not have a specific skin color or ethnic background – they come in all forms. As an industry, we need to work together to remove all untrained, unqualified and unsafe operators from our highways. We need to improve on and expand mandatory entry-level training (MELT) standards, to ensure we have minimum training standards for all drivers. We need to ensure we monitor and follow up to ensure those providing MELT are doing what they say they are doing and training our new drivers to the standard set forth.

All carriers need to ensure they properly qualify new drivers, continually train them, mentor them and monitor them. If they are unsafe and unqualified, they need to be removed from your fleet, even if this means parking more trucks against the fence.

Drivers need to ensure they practice defensive driving skills, remove distractions from their cab, and continuously work on improving their knowledge and skills, in co-operation with their employers and fellow drivers.

Enforcement needs to find ways to get at more of the unsafe operators on our highways and target them. They need to inspect more vehicles,



Mike Millian is president of the Private Motor Truck Council of Canada, the only national association that represents the views and interests of the private fleet industry. He can be reached at trucks@pmtc.ca.

lay more changes for unsafe and aggressive behaviors, and remove drivers and carriers from our roadways who do not follow and comply with the rules.

As a whole, I am proud of this industry, and the skills and safety of our professional drivers and operators. Professional drivers are some of the most skilled and safest drivers on the roadway. We must never, however, rest on our laurels. If we want to continuously improve not only the safety of our industry, but its image, we all need to work together to make it better. This includes all races, religions and cultures working together. There is no room for racism in our society, or our industry, and I for one am tired of hearing such comments.

If you are unsafe operator or driver, I want you targeted and either forced to improve, or removed from our industry – and I don't care what race, religion, or cultural background you are. Comply with the rules of our industry or get out. **TN**

Adding women to the mix

Why hiring more women could help fill your trucks, and round out your business

By **Sonia Straface**

TORONTO, ONTARIO

The Canadian trucking industry is in the midst of a demographic transformation, but it has had limited success increasing the number of women behind the wheel.

Only 3% of professional drivers and technicians are women, despite women being close to half of the nation's workforce.

With a driver shortage threatening the industry's livelihood, one common solution put forward has been trying to hire more women.

Many fleets have embraced this, and there is no shortage of benefits to adding women into your workplace, not the least of which is helping ease the effects of the driver shortage.

"The Canadian workforce generally is getting more diverse, and as a society we are more diverse," said Angela Splinter, CEO of Trucking HR Canada. "As such, our workplaces need to reflect that. Women are still largely underrepresented in our industry, not just as drivers and technicians, which we know is quite low at 3%, however even in management level positions women are still largely underrepresented. We need to do more to reach out to women, in particular."

According to a Trucking HR Canada business case study for diversity in trucking, the benefits of a diverse workplace include: fewer worker shortages, better retention and lower turnover, better employee health, increased productivity, and stronger branding.

Some fleets are recognizing this, and some are even seeing the many benefits of hiring outside of one pool and identifying diversity as one of their competitive advantages.

There are a number of programs and best practices fleets and associations are executing to help make equal representation in trucking a reality.

Women Building Futures (WBF) is an organization that is dedicated to helping to prepare women get into economically prosperous careers in industries where women are underrepresented. To date, WBF has an employment rate of 90%, and is actively helping women get into trucking careers today.

"At WBF, we train for employment because our mission is economic prosperity for women through training and employment," Megan Bates, manager of industry relations at WBF said. "We know many women are under- or unemployed and that there have been barriers for them to get into industries like construction and transportation, and some of that is a lack of education and awareness. So, number one, why we exist is to help women become economically stable. From pre-program to first



Shelley Uvanile-Hesch, CEO of the Women's Trucking Federation of Canada uses her purple and white truck as a way to attract more women into trucking.



Women only represent 3% of professional truck drivers and that needs to change for diversity's sake, according to experts.

employment with us...the average increase in income is 158%. We are significantly changing lives. We want to make sure women everywhere can be employed in any industry they wish."

In 2017, WBF launched a pilot program for Class 1 drivers.

"We pulled together a panel of industry experts to help us build it. We really wanted to create something that was of true value to industry and would include things that would ensure success. So, it took about a year of development until we launched," she said.

The program is an eight-week tuition-paid development training program that assists the student enter the commercial transportation industry as a Class 1 professional driver. The program includes ride-alongs, scale visits, courses on food and nutrition and close to 60 hours of in-truck driver training.

Caron Transportation is one of the carriers that has benefited from the WBF program.

"Transportation as a whole industry – there's no driver pool," said Mikayla Kessler, the human resources generalist for Caron. "Nobody is getting into the industry. People don't know it's a great industry

to be a part of. So when WBF came to us, we thought this is great, women are an untapped market in trucking. The program has been really good for us. Seven of the 22 graduates of the program currently work for us. And we have two more trying to work for us. So, by the end of 2018 we should have upwards of 10 ladies from the program working for us. The program really prepares ladies for entry into this industry. They learn all facets of trucking."

Shelley Uvanile-Hesch, the CEO of the Women's Trucking Federation of Canada, uses her new white and purple truck to attract women to trucking.

Earlier this year, Uvanile-Hesch revealed her new ride, a Western Star 5700 XE wrapped with photos of women who are a part of her organization.

"The truck is a big eye-catcher," she said. "I've been hitting a lot of truck shows and job fairs especially this summer. What we're trying to do with the truck, is promote dialogue for women in the transportation industry."

Uvanile-Hesch said that the federation's Facebook page works as a dual program for attracting and retaining drivers.

"We find a lot of women reach out to us through our Facebook page asking us how they can get started in the industry," she said. "They ask us for training schools, carrier recommendations. For new women, they are really focused on company culture and safe equipment. Our major goal is to promote and encourage women into the industry. It doesn't matter whether they're in the office, under the hood, or behind the wheel. We feel strongly that the industry would benefit with more women in it, in all the roles that are there. We believe working and socializing together at all levels will make us stronger as an industry. We need to start working together, instead of against each other. We can all learn from everyone."

XTL Transport is a champion in terms of hiring and promoting women in trucking. Thirty per cent of XTL's executive group is comprised of women, and it thrives on the belief that when it comes to hiring, quality is the most important factor.

"Our philosophy is to be as open to any candidates as possible," explained Kamilia Baroudi, director of human resources at XTL. "During the hiring process, we don't look at age, gender, race, whether they are handicapped or not. For us, it's about quality. We look at their skills. We look at what they can bring to the company."

Baroudi added that having so many female executives at the helm has creating a positive domino effect in the office.

"I've noticed that having so many women in XTL has just helped recruit other women," she said. "People are really happy to talk to women and to be managed by women. They're very happy. We have a few women drivers and they're really happy to work for us and they're really happy to refer women for us. XTL is very diverse and we want to make sure we stay that way for years to come." **TN**



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Technology

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Continued from page 1

standards that we're looking for."

"Blockchain technology is here, and it will be disruptive, but it's in its infancy," added Craig, who expects blockchain to be widely adopted by 2026.

The challenge is that some business managers are facing pressure to establish a blockchain without knowing how it fits into business goals, he said. "All this hype is really driving and putting pressure on businesses."

Closer to home, the Canada Border Services Agency (CBSA) has agreed to pilot a blockchain shipping solution called TradeLens, developed jointly by IBM and A.P. Moller-Maersk.

The CBSA processes more than 58,600 commercial releases, 14,400 trucks, 240,000 mail items, and 127,400 courier shipments, collecting more than \$88,200,000 in duty and taxes on an average day.

It says participating in the TradeLens pilot will be to determine what role the platform could play in its business processes. Ultimately, the goal would be to see if this type of solution can help improve the quality and timeliness of commercial data, increase visibility of cargo movement past the first port of arrival and reduce the number of transactions necessary to make a release decision for shipments.

"This development is an example of the Government of Canada using innovative technology to easily and securely facilitate trade and engage in global trading ecosystems in a modern, productive manner," said John Ossowski, president, CBSA. "TradeLens could create a singular, trusted digital supply chain for all shipments entering Canada. The TradeLens pilot gives us an opportunity to not only find process efficiencies and gain analytical insights, but improve data providence, accuracy and targeting capabilities. The end result may be a faster and more reliable national supply chain, which could positively impact Canada's economic output."

According to Maersk and IBM, TradeLens participants can track vital import and export data in real-time with a secure audit trail.

"We believe blockchain can play an integral role in digitizing and reinventing shipping for agencies like the CBSA, who are responsible for moving nearly 500,000 commercial transactions safely across Canadian borders daily. TradeLens provides a common approach to building a strong, secure and connected digital trade network that benefits all participants equally," said Ayman Antoun, president, IBM Canada. **TN**

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Smile, you're on camera

On-board cameras can help improve safe driving, and get operators out of a jam

By Derek Clouthier

WASHINGTON, D.C.

It's hard to deny the benefits of having forward-facing cameras on a truck, but turn them around to face the driver and they become a more difficult sell.

Hurdles such as driver buy-in, cost, and privacy concerns could make carriers shy away from installing in-cab facing cameras to their fleet. Ryder System is one carrier that has rolled out cameras to its entire fleet of more than 5,200 in 2015, and as Randy Tomlinson, senior manager of safety, health, and security, pointed out, drivers embraced the move.

"We lost no drivers. We had some grumbings at first, people didn't like change, but it wasn't an issue," said Tomlinson. "We have no driver attrition as a result of installing cameras."

Tomlinson was speaking during a webinar hosted by the U.S. National Transportation Safety Board (NTSB) addressing how video recorders can reduce the number of commercial motor vehicle collisions.

Ryder installed on-board cameras because the company was mostly concerned with monitoring driver behavior, and how it could improve proactively the things drivers do which lead to collisions.

"When you identify key, at-risk behaviors and you monitor them through this video system, you can see the reduction in these at-risk behaviors," said Tomlinson. "So those are things that I can measure and provide data that this is what happened and was the primary impact that we had."

Through the use of recorded video, carriers can monitor drivers to ensure they are following company policies, such as those outlining cell-phone use while driving, speed, seat-belt use, and following distance.

"When you bring it to people's attention," said Tomlinson, "you can really drive these behaviors out of your business."

Two concerns the company had when implementing an on-board camera policy was how its drivers would react to the move, as well as what it would mean for Ryder should any video reveal driver error during an incident.

"It affords us the opportunity to go into a claims situation fully knowing what happened, and we're not trying to defend the unknown," said Tomlinson. "We're going in with knowledge."

Tomlinson said because Ryder manages the vast majority of its claims, those who work in the claims department said that if video exonerates the company from fault, they would be better equipped to defend that claim. And, if the video shows negligence on the company's part, Ryder would step up and take care of its moral and legal obligation.

Shortly after it implemented an on-board camera policy, Tomlinson said Ryder had a few quick wins as a result, where video evidence showed its driver was not at fault in an incident, despite accusations to the contrary.

"You have a few situations where a driver is alert and engaged in the driving process and avoids a collision," said Tomlinson, "and you celebrate those things, and all of a sudden you have this wave of acceptance and drivers saying, 'Hey, I want one of those in my truck.'"

But it's not just cameras that help make Ryder's trucks safer.

"I'm a little reluctant to draw a straight line between cameras and collision and cost reductions," Tomlinson said. "Ryder, as most companies do, has a very robust, multi-faceted safety program."

Ryder integrates video with various new technologies, such as forward-looking radar, collision mitigation, lane departure, and rollover protection.

Bella Dinh-Zarr is a NTSB board member, and she said the board made its first recommendation for

the use video recorders in 2010, spurred by a tractor-trailer collision with a line of cars in Miami, Okla., which killed nine people.

"We see value first-hand in the information that is collected from recorders of all types," said Dinh-Zarr. "Recorders have been invaluable in helping us discover what happened in motor vehicle crashes, and making recommendation to prevent these tragedies from happening again."

Though the NTSB recommendation was for motor carriers to be required to use cameras, in 2016, the Federal Motor Carrier Safety Administration (FMCSA) recommended the

voluntary use of this technology.

"We want to encourage operators to be proactive about safety, and voluntarily install video recorders, even before mandates," said Dinh-Zarr. "We can't prevent these crashes without your help."

And help they do, at least according to recent studies.

"Industry data shows that carriers using cameras have reduced their collision rate," said Dinh-Zarr. "One FMCSA study of two carriers found 38% and 52% declines in safety-related incidents."

Dinh-Zarr said it's difficult to know

Continued on page 31

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Technology

On-board cameras

Continued from page 29

how many fleets are adopting the use of on-board cameras, with some estimates putting the number around 6% having fully-integrated recording systems.

"Although adoption is still not widespread, there is increasing use of on-board video cameras and a focus on data analysis," she said. "This is good news."

Jane Foster, an electrical engineer with NTSB, and investigator Brian Bragonier, highlighted the importance of video footage when trying to determine the cause of a collision.

"Video data is pivotal in many highway investigations," said Foster. "It can be used to determine probable cause, speed and actions of surrounding vehicles, and alertness and actions of the driver."

Bragonier added, "Video can help determine what happened in a crash when there's a lack of physical evidence and witnesses."

During PeopleNet's in.sight User Conference in Houston Sept. 9-12, Jason Gould, director of operations for PeopleNet Canada, said the Canadian Trucking Alliance (CTA) is looking at how video is used for fleets.

Bill Shannon, logistics and transportation manager for Shandex Truck out of Pickering, Ont., who attended the session, said he would support a mandate for the use of on-board cameras, partly because his company has already integrated them into its fleet and he has seen the benefits.

Shannon said video evidence can be used to protect drivers from being blamed for collisions when they're not at fault, and can also be used to ensure company drivers are operating their equipment in a safe manner.

Bryan Coyne, general manager for Trimble Transportation Mobility, North America, said more fleets are employing the use of video than ever before.

"The acceptance of video five years ago was a hard sell," said Coyne, adding that like ELDs, drivers are warming up to the idea.

Tomlinson agreed, but added that despite their increased acceptance, carriers need to take their time when implementing an on-board camera policy.

"Do your homework and find a system that works for your corporate culture, make sure it's easy to manage...make sure you get the right system," he advised. "Don't settle for outward facing only, because if you really want to improve safety, then you're really focusing on more than behavior, what your driver is doing."

Communication is key to the success of any new policy, and on-board cameras are no different.

"One of the critical things is that drivers understand what this does and what it doesn't do," said Tomlinson. "It does not allow you to dial them up and watch them go down the road." **TN**



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Combating the mental illness stigma

By **Sonia Straface**

MISSISSAUGA, ONTARIO

The workplace plays an important role in mental health. For some, work gives a sense of purpose and the chance to feel productive, but for others, work can be the cause of stress which can lead to mental illness.

According to statistics, one fifth of the Canadian workforce experiences some form of a mental health issue, and in any week, half a million Canadians call in sick due to a mental health problem or illness.

On Oct. 30, five experts in the mental health space gathered at Trucking HR Canada's first annual Gearing Up for Workplace Mental Health symposium to talk about mental illness, how to address it in the workplace, and ways to create a psychologically healthy work environment.

Panelists included Andrew Harkness, strategy advisor, organizational health initiatives at Workplace Safety and Prevention Services of Ontario; Linda Corkum, executive director of the Nova Scotia Trucking Safety Association; Miguel Mangalindan, associate lawyer at Monkhouse Law, an employment and labor law firm; Tammy Whelen, mental health educator at the Canadian Mental Health Association; and Yvone Defreitas, director of human resources at the Canadian Centre for Occupational Health and Safety.

Your duty as an employer

Mental illness does not discriminate and it is not a choice, explained Defreitas.

"You could have anybody, any age, any culture, mental illness can affect anybody," she said.

Truck drivers are prone to mental illness because of all the time spent alone, Corkum said.

"Our biggest concern with truck drivers when it comes to mental health, is loneliness," she said. "They spend 14 hours in the truck alone, and your mind tends to wander. For the driver, sometimes there's a crisis at home and they're not there to help."

Many drivers also suffer from depression, post-traumatic stress disorder (PTSD), and anxiety.

So, what is the role of the employer? It's your duty to accommodate, said Mangalindan.

"Under the Canadian Human Rights Act there is a duty for employers to accommodate," he said. "It's about asking yourself as an employer, how can you accommodate this employee within reason, to make it better for them?"

Continued on page 35



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Mental illness

Continued from page 33

Mangalindan explained these accommodations could be things like working from home a few days a week, modifying start and end times, sitting by a window, or even taking 10-minute breaks to walk outdoors.

There is also a duty for employers to inquire, he added.

“Where an employer is or ought to be reasonably aware that the somebody’s disability is affecting their job performance, the duty to inquire is triggered,” he explained.

“So be observant. Ask the right questions. So, notice things like absences and uncharacteristic behaviors.”

The duty to accommodate stops at undue hardship, which by definition means, if your business can no longer operate because of the accommodations set forth.

If you’re an employer, and don’t know where to start when it comes to mental health awareness, Harkness said there’s lots of resources online.

Your duty as an employee

“If you see something, say something,” Harkness stressed to those in the room. “We have to get involved. The key piece is if you see someone struggling, to simply ask them, ‘Hey are you doing okay?’”

Harkness said coworkers should be aware that it’s a good thing for them to be proactive and be aware of their colleagues’ mood and state, no different from the obligation of managers and employers.

“We can take leadership roles regardless of what our job titles are,” he said. “Look for champions, who are willing to speak up, or share their story.”

To encourage mental health awareness, and reduce stigma, Harkness said it’s all about listening, using appropriate language and being kind.

“We as colleagues need to educate ourselves,” he advised. “And we need to make sure we are listening to what they are saying, and pushing them to help.”

Mental health first aid

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“Mental health first aid training is a two-day workshop, where people learn to perform first aid on someone experiencing a mental health problem or mental health crisis,” explained Whelen, who is a certified mental health first aid trainer. **TN**



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Electric medium-duty trucks a good fit for some applications: NACFE

NEW YORK, N.Y.

A new Confidence Report on the viability of electric-powered medium-duty trucks found they are a “real solution, for some specific applications.”

Mike Roeth, executive director of the North American Council for Freight Efficiency (NACFE) said during a webinar to discuss the findings that more miles are required to answer certain unknowns about electric medium-duty trucks. However, he also said “they’re not a fad.”

The report debunked the belief that medium-duty electric trucks will cost significantly more than diesel equivalents.

“You hear people saying, ‘The batteries are way too expensive,’” Roeth said. “But in some shorter, mild duty cycles, they’re telling us they are very near cost parity now.”

NACFE focused on electric trucks available today, or soon to be available.

“We tried to avoid thinking about what could be out there in the future, and focused on what is really being put on the streets today – what is the performance of those?” Roeth explained.

The report concluded that medium-duty trucks with one shift per day operations offered the best opportunity for electrification, as those trucks sit for long periods when they can be recharged. “The operational complexity increases as the number of duty shifts increases,” NACFE concluded.

Most medium-duty trucks cube out before grossing out, so weight tends not to be an issue for customers. The following make medium-duty trucks ideal for electrification: low daily average speeds; low average daily drive time; predictable daily distances; stop-and-go driving patterns; and fixed start and return locations, often near urban areas.

But NACFE acknowledged struggling to develop a cost model, since there are limited medium-duty electric trucks in the field.

“There are a large number of knowns and unknowns that influence the total cost of ownership for medium-duty commercial battery electric vehicles,” NACFE reported. “More miles of fleet use are needed to predict performance, maintenance costs, residual markets, and other key factors with confidence.”

The organization, however, was still able to develop a cost calculator fleets can use to see if medium-duty electric trucks make sense in their application.

Roeth said fleets that are early adopters “will be ahead of the curve” in understanding the technology. The full report can be purchased for US\$1,500, however a summary report is downloadable for free from www.NACFE.org. **TN**

Tallman adds Doepker line

MISSISSAUGA, ONTARIO

Tallman Group announced it has added Doepker Industries trailers to its product offerings.

The new line will be available at all Tallman and Tru-Nor dealership locations in Ontario.

“The addition of the Doepker Industries hopper, steel end dump, steel flatdeck and logger trailers complements our existing lineup of trailers very well and we are excited to be a part of the Doepker team,” said Sean Brady, business development manager, Tallman Group. “This allows us to further support the agricultural, gravel, mining, forestry, and flatbed industry segments with an exceptional Canadian-made product.”

Bill Schuler, chief sales and marketing officer, Doepker Industries added: “We are excited to welcome the Tallman Group to our family of Doepker Dealerships and look forward to a long and successful relationship as we enjoy growing our businesses along with helping to grow our customers’ businesses with all of their trailer requirements.” **TN**

Paccar Parts opens new Toronto PDC

TORONTO, ONTARIO

Paccar Parts has announced the opening of a new 160,000 sq.-ft. parts distribution center in Toronto, Ont.

The facility will support customers across Eastern Canada. The company says the new facility features state-of-the-art technologies such as voice-activated picking, an automated banding conveyor, optimized pick paths and custom inventory zones. The PDC complements another in Montreal, Que.

“The strategic location of the Toronto PDC equips us to increase our next-day deliveries,” said Laura Bloch, assistant general manager – operations. **TN**



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Safety, driver comfort driving spec'ing decisions

By James Menzies

INDIANAPOLIS, INDIANA

Safety and driver comfort are driving the way fleets spec' trucks today, even at the expense of payload.

That was the consensus from three fleet managers who participated in a panel at the FTR Transportation Conference.

"Years ago, we always spec'd for weight," said Kevin Tomlinson, director of maintenance for 160-truck Ohio flatdeck fleet South Shore Transportation. "We wanted to put as much on the deck as we could. That worked well until everyone started adding exhaust systems, adding driver comfort features, extra batteries, air-conditioning. So, we keep changing our tractors around for that."

At Roadmaster Group, a growing fleet that specializes in high-value loads and hazardous waste, safety has been driving changes to how trucks are spec'd.

"In the last three to four years we have spec'd a very safe truck," said Russ Thompson, executive vice-president. "We have looked at collision avoidance, roll stability, adaptive cruise. And we spec' a very easy-to-operate truck, with air release fifth wheels and automated transmissions."



Fleet managers discussed how their spec'ing processes are evolving at the FTR Transportation Conference.

Automated transmissions have won over all three of the executives on the panel.

"My theory is, if a driver has his or her hands on the wheel when they're going down the road, and they're not worrying about what gear they have to switch into, they're a much safer driver," said Brent Nussbaum, CEO of Nussbaum Transportation.

Both Nussbaum and Roadmaster have trucks on order. Nussbaum runs a five-year replacement cycle. It tried shortening it to four years but found selling a four-year-old truck was trickier due to the higher sticker price. Having switched back to five-year replacement cycles, Nussbaum said "People are coming out of the woodwork to buy them. It's a very good market."

All panelists agreed reliability has greatly improved on the latest generation tractors. They also agreed that spec'ing decisions play a big role in driver retention. Other strategies to fill seats include increasing pay (Roadmaster just put through its biggest pay increase in its history) and training less-experienced drivers.

"We have pilfered each others' drivers for years," Nussbaum admitted. "Some years back, we recognized we were going to have to do some training or we were going to be in trouble. We couldn't afford to take other peoples' drivers and quite frankly, sometimes we didn't want to."

Nussbaum partnered with a local college that offered a truck driving school, and now accepts graduates

from that program for finishing under the carrier's own tutelage. Many of these drivers are college-educated and younger than the average truck driver. The program allows Nussbaum to train them on efficient driving before they learn bad habits elsewhere.

All three fleets indicated they'll continue spec'ing trucks with large sleeper cabs, even for drivers who don't do long runs. Nussbaum said it's tricky to sell day cabs, and even mid-roofs are more challenging to sell than an over-the-road truck.

Nussbaum has installed in-cab cameras that are forward- and rear-facing, but the cab-facing camera can be deactivated by the driver when the truck is stopped.

"We lost five drivers over it, but three came back the next year," Nussbaum said. "It's almost a non-event, we don't even hear about it anymore."

Both Nussbaum and Roadmaster are spec'ing tractor disc brakes, but would like to see the cost come down further before making the switch on trailers.

"We're still at \$3,000 (more) a trailer," Nussbaum said. "With all the safety technologies we have on them, we just haven't seen the pay-back on that yet. We've been pushing for a cost reduction." **TN**

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Canadian tough

Mack's Anthem a perfect fit for Westcan's driver-focused mentality

By Derek Clouthier

EDMONTON, ALBERTA

With the help of Mack Trucks, Westcan Bulk Transport is putting the focus back on the driver.

"We need a good product so we can get drivers in the trucks and product to market," said Howard August, vice-president of Canadian operations for RTL-Westcan Group of Companies, during Mack's Canada Tough event in Edmonton Oct. 10.

August was referring to Mack's new highway offering, the Anthem,

a truck Westcan has invested heavily in moving forward.

But as Mike Royer, vice-president of fleet service for Westcan explained, the carrier did not always have the best relationship with Mack Trucks.

Up until 2009, Westcan did not use Mack trucks in its fleet, and hadn't for some time, but that soon changed. Royer said they always liked the trucks Mack produced, as the vehicles were sturdy and stood up to the elements in Western Canada.

With more than 700 power units in its fleet, investing in Mack's Anthem was a big step.



Ultimately, Westcan looked at several factors when deciding to go with the Anthem.

"Mack came to the table with a tractor that truly delivers on the regular feedback our professional

drivers and we have provided them regarding what we want to see in a fleet tractor," said Royer.

Some of those recommendations included driver safety, with Mack offering Bendix Wingman Fusion, as well as enhanced lighting and vision from the cab. Driver comfort was another area of importance for Westcan, and the Anthem offered a quiet, comfortable ride with ample space and storage for operators.

Royer also said the Anthem was the truck that provided the best reliability in harsh Canadian operating conditions.

Mack's dealer network, which includes 15 Mack Certified Uptime Centers in Canada, also equated to an efficient cost of ownership for Westcan, and kept its technicians engaged and challenged with ongoing factory training.

Part of Westcan's effort to place more of an emphasis on drivers is through a recruitment video the company produced called #MeantForTheRoad.

Through the video, Westcan addresses the misconception of drivers being disconnected from their work and families, highlights them as ambassadors of the road, positions drivers as elite, trustworthy, and skilled role models, shows respect for drivers, and showcases a day in the life of a driver in a Mack Anthem.

In addition to the video, Westcan has made valiant efforts toward driver recruitment, retention, and image, including helping them look and feel more professional by wearing a uniform.

In addition to more than 700 tractors, Westcan has 1,947 specialized trailers, primarily hauling liquid bulk products like petroleum, sulfur, acid, chemicals, as well as coal and lime, and asphalt.

"Our drivers have to be very well trained across a wide variety of products," said Royer.

Stu Russoli, highway product manager for Mack, said increased uptime in Mack trucks using what he called Mack Connect, helps ensure drivers like those with Westcan get their product to customers safely and efficiently.

Mack Connect is made up of three subcategories: connected driving, connected business, and connected support.

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Bendix Wingman Fusion comes standard on the Anthem, and uses a camera- and radar-based driver system to provide collision mitigation, adaptive cruise control, and lane departure warnings to bolster connected driving.

Connected business uses fleet management solutions, such as compliance and ELD, driver safety, dispatch location, legacy vehicle services, and analytics to increase customer productivity.

Finally, there is connected support, which is Mack's strategy to increase uptime with GuardDog Connect, OneCall, Asist, Certified Uptime Centers, and Over the Air solutions for direct communication with the customer.

“We put our trucks through everything you can imagine and Mack has always been there for us.”

— Howard August, Westcan

Russoli said ease of access to controls and driver comfort also helps make the Anthem a driver-focused option for fleets.

“Up here in Canada, if you're going long stretches, you need to be as comfortable as possible,” Russoli said, pointing to gauge and control placement as a big part of that effort. “The key is having everything right beside you so the driver is not reaching around.”

Jonathan Randall, senior vice-president of North American sales and marketing for Mack, said Canada is the 10th largest Class 6-8 truck market globally.

“Canada is obviously a very important market for Mack Trucks,” said Randall, adding that at present, business is booming. “Things are hot right now. Order intake is extremely strong...including in Canada, and we don't see an end in sight.”

Randall said Canada's exports

grew 12.3% in the second quarter of 2018, with strong Canadian truck orders and an industry backlog as of August of more than 30,000 trucks.

With economic growth in Canada expected to be 2% in 2019, Randall

doesn't see the demand for trucks like Mack's Anthem diminishing any time soon.

This is especially true when comparing Canada and the U.S.'s industry segment size in the truck market, with longhaul making up 49.8% of Class 8 vehicle registrations in Canada, and the U.S. not far behind at 45.1%.

“We do expect regional haul will start to take a bigger chunk,” said Randall, adding that on-highway will continue to drive growth in the industry. “I can't say it enough, it's good times. We don't see a lot of speculation in there...and don't expect any cliff or bubble.”

Currently, Mack trucks make up 80% of Westcan's fleet, and during a tour of the company's Edmonton location, a group of editors from Canada and the U.S. were given

a firsthand look at some new Anthems that had just arrived on site.

Several of Westcan's older Mack trucks – those from the 2011-12 timeframe – were being retired to make room for the new models.

Westcan has been in business for more than 50 years, at first primarily a western-based carrier before expanding in 2014 into Ontario, opening a location in Toronto.

The company now has 16 locations across Alberta, B.C., Saskatchewan, N.W.T., and Ontario, with its headquarters in Edmonton and 24-hour dispatch in Saskatoon, Lloydminster, Coquitlam, Yellowknife, Toronto, and Edmonton.

“We put our trucks through everything you can imagine,” said August, “and Mack has always been there for us.” **TN**



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Day & Ross opens Ottawa terminal, invests in simulator

OTTAWA, ONTARIO

Day & Ross recently announced that it has opened its second facility in Ottawa.

The new 5,000 sq.-ft. terminal, located at 1270 Humber Place, will handle freight originating from Toronto, Montreal, and Woodstock, and destined for the rural Ottawa area.

“The opening of a second terminal in Ottawa is a notable step forward in our ongoing commitment to bolster our network with secondary capacity where needed,” said Doug Tingley, president. “We will continue to aggressively invest in our capabilities that allow us to deliver a good customer experience in a safe environment.”

The company also announced it has invested in a mobile driving simulator to help further support the development of its professional driving team.

“The simulator allows our company to put new and experienced drivers through pre-programmed simulations for both testing, onboarding and advanced



Day & Ross has purchased a simulator to enhance its driver training.

training,” said Bill Doherty, chief executive officer. “This driving simulator is the next step in our safety journey as we target zero accidents, and is just one of the ways we are working towards having the most professional driving team in the industry.” **TN**

Ryder expanding last mile delivery business

TORONTO, ONTARIO

Toronto is one of three North American facilities Ryder is expanding to improve its last mile delivery service.

The company recently announced the expansion of its Ryder Last Mile business, which focuses on home delivery and white glove installation for big and bulky goods.

“We’re getting closer to the consumer,” said Patrick Coughlin, vice-president and general manager of Ryder Last Mile. “By expanding our existing locations and adding new facilities, we continue to position our customers to meet – and even exceed – the ever-growing demands of e-fulfillment and the increasing expectations of their customers.”

Ryder says the expansion will allow it to stay ahead of the curve in today’s “now” economy, which is critical to the success of customers like Design Within Reach (DWR), a retailer of exclusive modern design.

“Ryder technology, transportation management, distribution management, and last mile all provide consistent high-quality delivery services all across the country,” said Jerry Gable, DWR director of delivery experience. “Ryder provides a strategic partnership that supports the Design Within Reach client experience.”

In addition to Toronto, last mile fulfillment facilities in Atlanta, Ga., and Lathrop, Calif., will also be expanded. Ryder is also forming new partnerships in eight strategically located U.S. cities. Ryder’s e-fulfillment network now boasts 136 facilities, covering 95% of the U.S. and Canada within a two-day timeframe. **TN**

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Fastfrate launches new linehaul division

WOODBIDGE, ONTARIO

Fastfrate Group has announced the formation of a new dedicated truckload linehaul service.

It integrated BRS Transportation’s operations into the Consolidated Fastfrate operations, effective Oct. 15.

Fastfrate Linehaul is the name of the new entity, and will provide contract-based truckload services to shippers. The new division will operate in the U.S. and Canada.

“We have just come off a banner year and the merger of BRS into our various operations has given us added and immediate capacity where it was needed most,” said president and CEO, Manny Calandrino. “Fastfrate Linehaul is not an ad hoc truckload service. It is a more strategic highway offering that will foster deeper, long-term relationships in new areas, for the Fastfrate Group.” **TN**

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TFI buys Gorski, raises guidance

MONTREAL, QUEBEC

TFI International raised its 2018 EBITDA guidance in October, due to a strong trucking environment.

"The general freight environment is strong throughout North America, and all of our segments are benefiting," Alain Bedard, chairman, president and CEO said on a Q3 earnings call with analysts. "As a result of these favorable conditions and our own success driving profitable growth, today we are raising our 2018 EBITDA guidance to a range of \$665 million to \$675 million, from the prior range of \$635 million to \$645 million."

Bedard said he's predicting a strong peak shipping season, especially for the parcel and courier (P&C) segment.

"If we look at the Canadian side, our P&C is just busting at the seams," Bedard said. "The guys are just going crazy with volume."

He also said the LTL trans-border segment is doing well, as is intermodal. Over-the-road LTL in Canada is not growing, however, as retailers are losing business to e-commerce. Bedard said he's also optimistic about the U.S. business in the fourth quarter.

The focus for TFI International, Bedard said, is on improving the quality of revenue.

As strong as 2018 has been, Bedard thinks 2019 will be even better.

"I would feel very confident that 2019 is going to be better than 2018," he said.

On the mergers and acquisitions front, Bedard revealed the company has acquired Gorski Bulk Transport, and will likely make three or four more purchases before the end of the year in Ontario and Quebec.

"The Gorski acquisition was fantastic," Bedard said. "Gorski has a small operation in the U.S., very small, but it's our first foothold in the U.S. territory in terms of specialty truckload, and we could add to that probably within the next six to 12 months."

Bedard is also optimistic a new trade deal with the U.S. and Mexico, and the impending electronic logging device (ELD) mandate in Canada will also benefit the company. Certain aspects of the new trade deal benefit e-commerce, Bedard noted.

"We believe we are going to see a lot more activity between the U.S. and Canada," he said. "Goods flowing from the U.S. to the Canadian consumer... On the truckload side, we're so busy right now and we have tariffs on steel, we have tariffs on aluminum – they're still on. So, we lost a little volume on the steel side but our guys are so busy in other sectors that we don't see anything, we don't see a drop in our business. And now if the tariffs go away on the steel side, I mean, we're just going to be even more busy." **TN**

CN to buy TransX

MONTREAL, QUEBEC

CN announced it has reached an agreement to acquire Winnipeg's TransX Group of Companies.

"This strategic acquisition allows CN to deepen its supply chain focus, strengthening our exceptional franchise, including our intermodal business, notably the specialized, fast-growing refrigerated segment," said JJ Ruest, president and chief executive officer of CN. "TransX has a 55-year history of providing innovative customer solutions in an industry that continues to evolve."

"This alignment creates a solid framework to serve a growing consumer economy with transportation options that bring more supply chain flexibility to our customers," Ruest added.



Mike Jones, chief operating officer at TransX added: "CN's acquisition solidifies our future as an industry-leading intermodal services provider in North America. We look forward to working with the CN team, which will allow us to continue building long-term customer confidence."

TransX will continue to be based in Winnipeg and will operate independently.

"We thank Louie Tolaini, president and founder of the TransX Group of Companies, and his family for entrusting us with the reputation they built over the last six decades," said Keith Reardon, CN's senior vice-president of consumer products and supply chain growth. "CN has worked alongside TransX for many years as a supply chain partner and we know the emphasis they place on the customer's experience and on their commitment to safety. Understanding each other's culture makes the opportunities of this acquisition exciting, and wide ranging."

The terms of the deal were not disclosed. **TN**

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Core values

Focus on strengthening your core this winter

Now that winter and slippery walking conditions are just around the corner, it's a good time to take a fitness inventory. Make sure your balance and flexibility are good enough to keep you upright on ice and snow. Maintaining a strong core is essential.

Having a strong core means that the muscles in your pelvis, hips, lower back, and abdomen work well together, giving you better balance and stability in all physical activities, like tarping a load, lifting a tool, or bending to lower your dolly. A strong core can also reduce fatigue, injuries, poor posture, and reduce back pain.

On the road, it's hard to maintain a regular fitness program, but you can do core exercises anywhere. No gym membership is required. These exercises, coordinating the action of your abdominal and back muscles – the plank, bicycle crunch, dead bug, and bridge – are designed specifically to stabilize and strengthen your core. Since they can be done at home, in your motel room, or in your bunk, they are convenient additions to your current fitness activities.

To complete a plank exercise, lift your body off the ground into a push-up position, but bend your elbows and rest your weight on

your forearms instead of your hands. Hold your body in a straight line from your shoulders to your ankles. Keep your abdominal and back muscles tight. Maintain this position for at least 30 seconds while breathing deeply. Increase the time as your endurance builds.

For a crunch exercise, start by lying on the ground, with your lower back pressed flat on the floor and your head and shoulders raised slightly above it. Place your hands lightly on the sides of your head, but don't knit your fingers behind and be careful not to yank your head with your hands during the exercise.



Karen Bowen is a professional health and nutrition consultant, and she can be reached at karen_bowen@yahoo.com.

Lift one leg just off the ground and extend it out. Lift the other leg and bend your knee towards your chest. At the same time, twist through your core so the opposite arm moves towards the raised knee. Your elbow doesn't need to touch your knee, so just concentrate on moving your core as you turn your torso.

To keep your elbow in the same position relative to your head throughout, focus on bringing your shoulder to the opposite knee as you move, rather than elbow to knee. Be sure to lower your active leg and arm at the same time, while bringing up the opposite two limbs to mirror the movement. Aim for three sets of 10 reps on each alter-

On the road, it's hard to maintain a regular fitness program, but you can do core exercises anywhere. No gym membership is required.

nating side.

For a dead bug exercise, lay flat on your back with your arms held out in front of you pointing to the ceiling. Then bring your legs up so your knees are bent at 90-degree angles like you are sitting in a chair. Throughout the exercise, keep your back as flat against the floor as possible – your hand shouldn't fit between your back and the floor. Slowly lower your right arm and left leg at the same time, exhaling as you go. Keep going until your arm and leg are just above the floor and keep your back against the ground. Then, slowly lift your arm and leg to the starting position and repeat with the opposite limbs. Try beginning with three sets of five reps on each side, and increase as you're able while maintaining your form.

For a bridge exercise, begin by lying on your back with your knees bent with your back in a neutral position, not arched and not pressed into the floor. Avoid tilting your hips. Tighten your abdominal muscles and then raise your hips off the floor until your hips are aligned with your knees and shoulders. Hold your body in this position for as long as you can without breaking your form. Repeat 10 times.

Completing core-strengthening exercises will build inner strength and increase your stability. **TN**

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Protect your eyes

For professional drivers, eye conditions can be a career-killer

Professional truck drivers rely heavily on their eyes to perform their jobs safely and effectively. Therefore, eye conditions can be devastating, or even career-ending.

This month I am going to discuss cataracts, a common eye condition that involves the clouding of the lens in the eye.

I recently had a patient, who is a professional truck driver, tell me how he first noticed his cataracts. He initially took his truck to the mechanic because he thought the windows in his truck were fogging up.

However, the mechanic was unable to find anything wrong with the truck's ventilation system. Over time, my patient noticed that his car windows were starting to fog as well. It was this that prompted him to consult his optometrist. It was then discovered that he had cataracts forming in both eyes.

The main symptom of cataracts is cloudy or blurry vision.

Many people with cataracts report it is similar to looking through a fogged-up window. Most cataracts develop slowly. As such, many people do not experience any significant symptoms until the cataract has grown.

Often, cataracts only affect a small portion of the eye's lens at first, however, as it increases in size, the symptoms tend to become more noticeable. Although blurry vision is the most common symptom, other symptoms include decreased vision at night, seeing halos or rings around lights, and double vision.

I always recommend to my patients that they invest in a good quality pair of polarized sunglasses.

The symptoms associated with cataracts are due to the lens of your eye not being able to focus the light that passes through the eye. The cataract scatters or disperses the light, which prevents a sharply defined image.

The most common causes of cataracts are age and injury-related changes in the tissue that make up the lens of your eye. Other risk factors include diabetes, alcohol abuse, high blood pressure, and smoking.

If you suspect that you have a cataract, it is important to seek medical attention. In order to determine if you have a cataract, your doctor may perform a number of tests, which may include a visual acuity

test as well as other, more sophisticated, testing.

In most cases, the recommended treatment for cataracts is surgery. However, for most people, there is no rush to surgically remove the cataracts, as they usually progress slowly and do not damage the eye.

Cataract surgery is relatively simple. Basically, the surgeon removes the clouded lens and then replaces it with a plastic lens implant. In general, this type of surgery does not require hospitalization and you should be able to go home after the surgery.

Most patients remain awake

during the surgery. The surgeon will use local anesthetic to numb the eye and surrounding area. Cataract surgery is common and is generally considered to be safe and effective.

The prevention of cataracts is difficult, as the exact cause is not clearly understood. However, having regular eye examinations and living a healthy lifestyle, which includes a diet high in fruits and vegetables, seems to reduce the risk.

Also, wearing sunglasses that filter out ultraviolet light may also decrease the risk of developing cataracts. This point is especially important for truck drivers, as you

are exposed to more direct sunlight than the general population. I always recommend to my patients that they invest in a good quality pair of polarized sunglasses.

As you can see, cataracts are not considered a life-threatening medical condition. However, if left untreated, the associated symptoms can become debilitating.

Keep in mind these simple prevention tips and you will be well on your way to maintaining crystal clear vision.

Until next time, drive safely. **TN**

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Revamped Bill 148 should balance economy and wages

It's time for some outside-the-box thinking

Within minutes of his election as Ontario Premier, Doug Ford declared Ontario is open for business. The provincial government's announced review of Bill 148 is definitely a step in the right direction. The Ontario Trucking Association (OTA), with its hundreds of members spread across

the province, is looking forward to a new lens applied to the policies contained in Bill 148.

While Bill 148 deals with a number of important workplace issues that impact competitiveness, let's deal with the elephant in the room: a 23% increase in the mini-

um wage over two years. While the vast majority of the trucking industry's workforce is made up of truck drivers, who are paid well above minimum wage, trucking is a demand-derived business, and when our customers suffer, so do we as an industry.

The trucking industry, and its thousands of workers, needs a healthy economy to thrive.

OTA understands a healthy economy must be supported by a workforce that is paid a fair living wage and, over time, minimum wage should increase.

The question, then, is how should widescale wage increases be implemented province-wide? Between 2010 and 2017, the minimum wage rate increased in Ontario by 10%, with periods as long as four years without any adjustments. Regardless, all businesses have to plan for wage increases to be fair to their employees. The question is, how can the Ontario government help employees and employers better plan for such minimum wage increases?

As Ontarians review Bill 148, we should examine the suitability of deploying the same strategy utilized by several U.S. states by creating a minimum wage index tied to inflation.

Another complementary U.S. state policy option to examine, is linking future minimum wage increases to sectors and regions based on industry impacts and local cost of living realities.

The cost of living in the Greater Toronto Area (GTA) is much higher compared to other parts of Ontario. I don't think anyone will argue that point. If, then, larger minimum wage increases are required in some regions due to the high cost of living and less so in others, the province could consider a more refined and



Stephen Laskowski is president of the Ontario Trucking Association and Canadian Trucking Alliance.

nuanced policy approach to implementing future provincial minimum wage increases.

New York State, for example, performed a detailed analysis by measuring needs and the impact of increasing minimum wage in various parts of its jurisdiction, and then developed a plan for different businesses and regions to adjust accordingly.

New York's sector-based and regional approach seems to be a direction worth considering, as it allowed the state to take varying positions depending on the economic realities facing different sectors and jurisdictions.

Instead, Bill 148's blanket, one-size-fits-all approach to labor policy has unintended consequences for sectors that play a vital part supporting Ontario's economy.

There is much more to Bill 148 than minimum wage increases. Bill 148's treatment of scheduling as well as part-time and on-call employees also has a significant impact on the trucking sector. A sectorial-based examination of Bill 148 would help modernize Ontario labor rules for the benefit of hardworking Ontarians, without inadvertently introducing significant burdens on businesses.

OTA welcomes an opportunity for a more comprehensive examination of Bill 148 from a sectorial and geographic perspective, which is reflective of the needs of all industries and communities that face their own distinct economic challenges. Everyone wants to make Ontario a better place for all Ontarians and the trucking industry is ready to do its part. **TN**

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Communication the biggest barrier drivers face

Important messages often don't trickle down to the front lines

I did something at the end of October I haven't done for a very long time – I attended a trucking symposium. Sponsored by the Women's Trucking Federation of Canada (WTFC), it brought together drivers and staff from operations, safety, and the executive suite in the same room.

I came away from the day's meeting with a lot of information of high value to me as a driver. I also came away from the meeting with questions.

A few years ago, I spent a considerable amount of time attending industry meetings and became somewhat disenchanted. It's not that the information I gleaned from these meetings wasn't valuable or that the presenters weren't professional and well-informed. The problem I saw was that the intention to create positive change on the front line wasn't trickling down to the drivers.

WTFC is trying to change that narrative from the bottom up. In light of that, this inaugural meeting was named Bridging the Barriers.

There were a couple of things that stood out for me at the meeting. The first was the presentation on trailer theft and truck hijackings. It was an interactive session and training that every driver should receive. It was great to have a 30-year police veteran share his experience as to how these hijackings come about and what you should do if you are a victim in order to come out of it safely.

The presentation on cannabis and drug and alcohol testing was also interesting. It amazes me that the government can mandate this testing and we rarely, if ever, question its efficacy. The trucking industry spends tens of millions of dollars every year on drug testing.

So, when I put these things together in my head, I'm left wondering about something that I have written about in this space many times before. Why do we not have a federally-mandated, standardized apprenticeship training program for truck drivers in this country?

As important as it is to our personal safety, truck hijackings are not part of a standardized safety program, but standardized drug testing is. And with questionable results, in my opinion, in terms of improving safety outcomes. Why are we not questioning that investment?

It appears to me, after participating in a seminar titled Bridging the Barriers, that the greatest barrier we face is the communication barrier. Getting the information to the drivers on the front line is the greatest challenge we face. Until we overcome that obstacle, how can

we address any of the other major issues that we face?

It's not reasonable to expect long-haul drivers to attend trucking seminars on a regular basis. We simply don't have the time, nor can we do it on our own dime. But that doesn't mean we should just throw in the towel.

As drivers, we should be investing in organizations like WTFC. The price of membership is less than what the average driver spends on a dozen large coffees in the course of his or her workweek. The return on that small investment is that you

have drivers representing you to the rest of the industry in a positive way, and bringing to light the issues we face on the front line every day.

That being said, we can't expect that throwing only money at a problem is going to solve it. We have to participate in the process in some way. This is the objective of WTFC.

The goal of this organization is to build a network of informed drivers. This is the best way to amplify our voice as drivers in a positive way. We need to bring the driver experience to the forefront of our industry.



Al Goodhall has been a professional longhaul driver since 1998. He shares his experiences via his blog at www.truckingacrosscanada.blogspot.com. You can follow him on Twitter at [@Al_Goodhall](https://twitter.com/Al_Goodhall).

As professional drivers we need a unified lobby if we want to have a strong voice at the table. I would urge drivers to take a close look at WTFC as a channel for being that change that you want to see in our industry. **TN**



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2012



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Milltown Trucking,
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2011



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Transportation
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2008



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Tips to spare

Canadian fleets share tire purchasing advice

By Eric Berard

In any business, you're regressing if you're not progressing. That's especially true when it comes to tire purchasing in the trucking industry, as technology evolves at the speed of light and new products continuously promise better performance and return on investment. So, how do you replace your existing tires with some that will improve your bottom line?

Overall cost

How you shop for tires will sometimes be dictated by the size of your company. For instance, Calgary-based tanker transportation company Trimac uses the request for proposal (RFP) method, explains Gordon Max, director of rolling assets. The company has 1,200 tractors of its own, plus roughly 900 that belong to owner-operators who are part of its tire buying program. Add to that a fleet of trailers in the range of 6,000, and you get impressive purchasing power that allows you to ask multiple tire manufacturers: "What can you do for me?"

But the tender with the lowest price won't necessarily get Trimac's tire business and it won't be a "one-size-fits-all" solution. Max and his team ask for optimized tire solutions and specific models for each position, whether it's steer, drive or trailer axles. And not all tire manufacturers are invited; Trimac only deals with Tier 1 suppliers as it needs to optimize tire life with multiple retreads – the average number of retreads varies from three to four per tire – and quality casings are needed in such cases.

"We bring suppliers in with a list of questions to answer. And then we narrow it down to, say, three suppliers. We don't even look at the price at that point," Max says, because the company looks at the overall tire life value, not only the purchase price.

In Montreal, Energy Transportation Group is a medium-sized fleet with 56 tractors and 107 dry van and temperature-controlled trailers. But the purchasing approach is similar, explains president Michael Cinquino, who also prefers to buy from well-established brands for tire casing quality considerations.

"If we know that a tire that's \$100 cheaper wears unevenly and we're not really able to retread them more than once or not even that one time because it's so uneven, we



Energy Transportation Group of Montreal, Que., emphasizes the importance of casing quality when choosing a tire brand.

wouldn't even consider purchasing it," Cinquino says. Though he considers a \$100 price difference to be significant, he would rather look at the big picture. "The price comparison only comes in after we've run the diagnostics and the analytics on the tires to ensure that they are quality tires and then we'll put that into our financial model and look at our return on investment."

Testing before buying

Some basic tire buying criteria remain the same for any fleet, but you still need to adapt them to your specific applications. Low rolling resistance tires offer great fuel economy, but will they offer good traction in colder climates? Will the tires wear evenly for the best fuel economy and retreadability? Can they perform well under different weight limits in Canada and the U.S.? Both Trimac and Energy fleet managers agree that only real-life condition tests will verify that. Both have cross-border operations, so cold to hot weather adaptability is one of their criteria.

Such versatility is particularly important at Trimac, as it spec's its units basically the same across North America.

"If we have capacity in Florida with equipment because of a loss of a contract or a change of business and we have gained some business in, say, British Columbia, we can move those assets fairly easily without doing a lot of changes," Max says. And that, of course, includes tires.

Testing tires before committing to large purchases is crucial and the most important aspect is making accurate comparisons by testing different models or brands of tires on similar routes, with simi-

lar loads in similar conditions to get a fair evaluation.

"We do our due diligence before committing to a brand or model," says Cinquino, whose company is currently running tests on a new tire model. "We'll put tires on different units that are running in the same application and with that, after about a month I would say, we'll look at how it wore, fuel economy on those tires as well."

The procedure is similar at Trimac, according to Max: "We pick four different runs throughout North America, which represent the different hauling areas that we do, so obviously Western Canada, the Rockies, the Toronto area, and down south in Houston and the Los Angeles area."

Determining what model or brand to purchase after such tests is a balancing act between performance items, Max points out. "If the rolling resistance is very, very low and it's the best tire out there for rolling resistance but the casings have a high failure rate for retreadability, then we have to consider that as well because we have a retread program," he says. "All of those items are basically of equal importance. If one falls out at the cost of another, we may be hindering the performance of the fleet."

After-sale service

Good, quality tires that were carefully selected will last a long time, and that's why after-sale service is another consideration for fleets before committing to a tire brand or model. Problems can always arise, and your tire sales rep is often your first line of communication with the manufacturer. He or she should be able to help you.

"We feel that there is a lack of knowledge in the sales of tires," Cinquino says, insisting that he

doesn't put everyone in the same basket. He doesn't ask that every sales rep has every answer on the top of his head but at least to be resourceful enough to look for solutions, come back and do some of the analytics with them.

At Trimac, a given manufacturer could even be turned down if pre-sale and after-sale service is not up to expectations. "Helping us save on our overall tire costs is one of our key factors in choosing a tire manufacturer. It can make or break them if there's a tie between two," Max says.

Fleet responsibilities

Fleets have responsibilities of their own after the tire purchase to reduce overall tire costs, for example by maintaining them correctly and keeping them at the right pressure at all times.

Organizing your used tires and casing inventory will also help stretch every penny's worth out of rubber as it will help avoid dual mismatches and buying new tires that you don't need if you have the right casing ready to be retreaded that's easy to identify and locate.

For instance, Trimac clearly marks used tires in its storage container. "We usually use a bar code system, so we know the whole history of each casing," Max says.

More frequent trailer alignment can also save money in the long run, Cinquino says. Energy recently started aligning trailer wheels every six months or so, instead of once a year.

"We've been placing a lot of emphasis in realigning our trailers and we found that there has been a lot more of a consistency in the life that we're able to get out of a tire and also in the tread consistency for a longer period of time," Cinquino concludes. **TN**



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Announcements

Schneider names new president; **TFI International** appoints new CFO; and **Transcourt** announces a promotion.

Schneider National announced recently that **Chris Lofgren** will retire as president and chief executive officer following the company's annual meeting of shareholders in April 2019.

The Schneider board of directors has selected **Mark Rourke**, executive vice-president and chief operating officer, to succeed Lofgren and become the company's fourth president and CEO in its 84-year history. Rourke, 54, began his career with Schneider in 1987. Over his tenure with Schneider, he has held a variety of leadership roles, including director of driver training, vice-president of customer service, general manager of Schneider Transportation Management and president of truckload services.

Transcourt Tank Leasing has named **Michael Trianos** its director of fleet services and procurement for the entire North American market. Previously, he was director of business development for Ontario and Manitoba.



The company says he was promoted due to his knowledge of tank trailer spec's, maintenance, and repair procedures, which have made him an important source of information for Transcourt and its customers.

Manac announced the appointment of **Marcel Maillet** as its new regional sales manager for the Atlantic provinces.

Maillet joins Manac with a solid background in the trucking industry. In his new role, Maillet will be responsible for overseeing Manac's existing customer base and expanding Manac's coverage into the Maritimes. Maillet also has an extensive technical knowledge by way of being an automotive technician, driving coach, fleet manager, and semi-truck sales representative.

Flo Components announced it has appointed a new territory sales manager for southern Manitoba and northwestern Ontario.

Mike Munroe is a native of Winnipeg, and has 16 years of experience in various managerial and technical sales roles promoting products and services to manufacturing, agriculture, commercial, transportation, utility, forestry, mining and government accounts in Manitoba.



His primary responsibility as the new sales manager for the region, is to help users of mobile and heavy industrial equipment obtain lower operating costs and increased machine reliability through more effective lubrication solutions. He also will provide local availability of technical support.

TFI International announced recently that **David Saperstein**, vice-president of mergers and acquisitions, will be promoted to chief financial officer, effective Jan. 1, 2019.

As previously announced, **Greg Rumble** will be retiring from the role. Saperstein joined TFI in 2016 after spending 15 years in investment banking at several firms in the U.S. and Europe including Goldman Sachs.

Additionally, the company announced it has promoted **Greg Orr** to executive vice-president, U.S. truckload.

Orr joined TFI International in 2017 as senior vice-president, CFI and was named president, CFI in January 2018.

Bendix Commercial Vehicle Systems has appointed **Christopher Camp** as plant manager of its Huntington, Ind., manufacturing campus.



A 26-year team member at Bendix Huntington, Camp served as the facility's interim plant manager since May 2018. **TN**



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Ad Index

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Action Trailer Sales	49	Morgan's Diesel	53
Atlantis Radiator	53	Ocean Trailer	54
Canadian Loadshare Suspension Inc	50	Tankmart	50
Dependable Truck & Tank	53	Texis Truck Exhaust	52
Eastway Tank & Emergency Vehicles	51	The Truck Exhaust Place	51
Kingpin Specialists	52	XL Radiators	51

ALPHABETICAL LIST

Accutrac Capital Solutions	13	Management Best Practices	60
Arnold Bros. Transport	35	Michelin Tires (Canada) Ltd	62
Autobahn	56	Nal Path Insurance Brokers	11
Bison Transport	27	Newcom Events	7
BLM Transportation Group	34	Ontario Drivers Medical	13
Brian Kurtz Trucking	29	OTA	18
Briway Carriers	41	Penske	64
BTC Express	43	Polar Mobility Research	14
Burrowes Insurance Brokers	16	Premier Bulk Systems	35
C.U.T.C.	59	Quick Truck Lube	25
(CITT) LBC Capital	8	Ritchie Bros. Auctioneers	10
Chevron – Inside The Numbers	4	Schneider – Company Drivers	29
Child Find-Missing Kids	59	Schneider – Owner Operators	44
Continental Tire the Americas, LLC	12	Scotlynn Commodities	28
Crossword Puzzle/Solution	9,57	Sharp Bus Lines	44
Cushman & Wakefield	10	Skylark Logistics	32
Eberspaecher Climate Control Systems Canada	13	Stateside Transportation Consultants Inc. ...	59
Forbes-Hewlett Transport	37	Technology & Maintenance Council (TMC) ...	6
Freightliner Trucks	2,3	Texis Crossword Puzzle/Solution	9,52,57
Gardewine	40	The Erb Group	33
Game Changers	40	The Rosedale Group	26
Grace Transport	41	Thorsons	35
Haldex	21	Titanium Transportation Group	63
Highway Star	46,47	Transport Financial Services	57
Hunt's Logistics	31	Trison Tarps	15
Icon Transportation Logistics	45	Truck News.com	24
International Truckload Services	27	TruckPro	19
IPS Invoice Payment System	8	TTSAO	20
JBT Transport	36	Wilson Truck Lines	36
Kelsey Trail Trucking	33	Woodcock Brothers	39
Keypoint Carriers	40	Young Transportation (Local Ontario & Hwy. Runs)	42
Laidlaw Carriers – (Dumps-Bulk)	30	Young Transportation (Northern Ontario Runs)	31
Linamar Transportation	38	Z Source Equipment	16
Liquid Capital Midwest Corp	12		
Load Covering Solutions Canada	17		
Maintenance Best Practices	58		

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Mark Dalton: Owner-Operator

By Edo van Belkom

THE STORY SO FAR

After returning from a long haul to the west coast, Mark Dalton's dispatcher Bud asks him for a favor. He reluctantly agrees to do some local work...

The next day, Mark showed up at the Intra-City Truck Lines truck yard looking forward to doing something different for the next few days. No doubt, there would be plenty of headaches doing short distance deliveries rather than longhaul across the country, but the change of scenery just might do him some good.

Since he would be using a company truck for this gig, Mark parked Mother Load away in a far corner of the lot, but under a light standard that would no doubt keep his truck bathed in light – and less of a target for thieves – overnight.

Early on in Mark's truck driving career, he would park his rig in secluded spots thinking that if it were out of the way no one would bother with it. But after his truck had been broken into a few times, he began parking in the brightest, most prominent spot he could find, preferably close to the road where plenty of people passed by both day and night.

After ensuring Mother Load was secure, Mark made the long walk across the yard towards the company office. As he moved along, he scanned the trucks parked around him looking for the short trailer he was supposed to be driving. Funny thing was, there wasn't a single short trailer in the yard to be seen.

"This is not looking good," he mumbled under his breath. Instead of short trailers there seemed to be no shortage of long straight trucks with six of them in total, each one looking as if it could spend a week in the garage – and still looking like they were long past their prime.

The door to the office was foggy with dirt and there was the gluey residue of several stickers that had been peeled away over the years – the kind that said, Office, Open and No Cash on Premises.

Inside the office sat an older secretary who looked as if she'd been with the company for 35 years and probably knew more about the day-to-day oper-

ation of the business than whoever was in charge these days.

"Hi," Mark said. "I'm Mark Dalton."

"Who?" she asked.

This can't be happening, Mark thought.

He tried again. "Mark Dalton. I'm supposed to be driving a taxi truck today. I was told to ask for Magic," Mark said the name as if it were a question.

"Macek," she said. "It's the Polish name. He's the foreman."

"Ah, can I see him, please?"

"Have a seat."

Mark took a seat in one of the battered chairs near the window overlooking the yard and glanced around for something to read. All there was on the table in front of him was a two-month-old copy of *Truck News* magazine which he'd already read. Luckily, Mark was left with no time to read as a minute later a man came out of one of the open doors behind the secretary and a large wiry man strode up to Mark and thrust out his hand.

"Thanks for doing this," he said. "My name's Macek."

"Uh, you're welcome, I guess. I'm Mark Dalton."

"I know, I know. I'm happy you're here."

Mark looked out across the truck yard and saw several trucks moving

and other men and women moving in between the parked trucks.

"I'm flattered," he said. "But it looks like you've got plenty of drivers working for you. Why do you need me?"

Macek laughed, deep and throaty like he'd been smoking heavily since he'd been 12 years old. "I know how they drive already. I want someone good to do this for me...at least at the beginning. I don't know if you know this, but Bud speaks very highly of you. Says you're his best."

"Nice of you to say," said Mark. "But that doesn't sound like the Bud I know."

Macek let out another laugh and slapped Mark on the back. "Let's go to your truck," he said, opening the door to the yard for Mark.

Out in the yard, Mark was led toward one of the straight trucks lined up on one side of the yard. "Uh, I was told I'd be driving a trailer. A real short trailer."

"We have one," Macek said. "But we needed it for a run to Montreal."

He put his hand on the fender of the straight truck before them.

"This truck runs great. It hasn't broken down in months."

So, it's due for a break down, was all Mark could think. "This has got to be 45 feet from front to back. If I'm driving in the city, shouldn't I

have something more like 30 or 25 feet?" Longer trucks were hard to drive in the tight confines of the city, especially in downtown settings. A short truck could move around more easily and a short trailer could turn even sharper in tight confines. "This thing's going to be so hard to move around."

"See, that's why I need your advice."

Mark wasn't impressed. Any of his drivers could have told him that. He shook his head, wondering what else would change before he got onto the road.

"I was told I would have a helper."

Macek nodded. "That would be my son. He's not here yet."

"You told me to be here by nine."

"And you are. Thank you."

Just then, a late model Mustang pulled into the lot and came to a screeching stop just a few feet from where they were both standing.

"Here he is," said Macek. "This is my son, Martin." A pause. "And your name again?" he asked Mark.

"Mark!" said Mark. "Mark Dalton."

"Yes, that's it. Sorry I forgot. Mark."

Mark looked over at the younger man who'd just gotten out of his car. "You're late," he said.

"We don't have anywhere to go," Martin replied.

Mark looked over at Macek with a blank stare.

"It's a taxi truck," Macek said. "We have to wait for calls."

Mark sighed, but at that moment Macek's cell phone rang and he took the call, scribbling something down on a scrap of paper. "Here you go," Macek said. "It's our first pick-up."

Mark took the slip of paper from Macek and read it.

"What are you doing?" Macek said.

"I'm reading your note to see where it is that I have to go."

"There's no time for that," Macek said, putting a hand against Mark's back and moving him in the direction of the truck. "Go, go, go!"

Mark took the keys from the man and began walking toward the straight truck he'd be driving through the city for the next few days. And all he could think was, What have I gotten myself into this time? **TN**

Mark Dalton returns next month in part three of Dalton is hailed a cab.

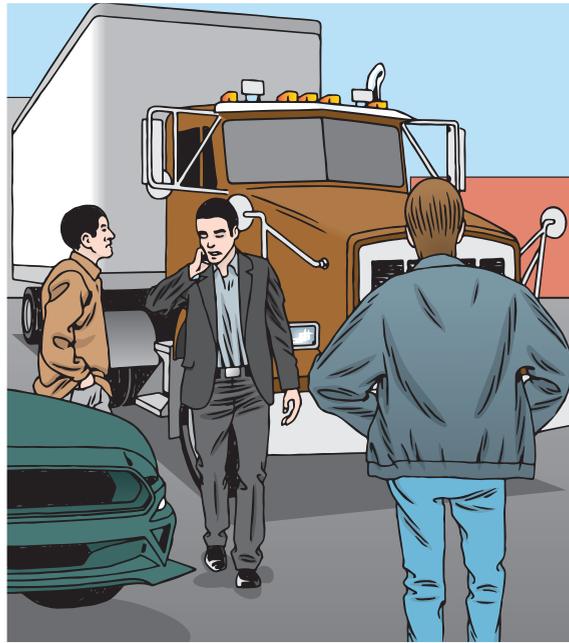


Illustration by Glenn McEvoy

Dalton is hailed a cab – Part 2 –

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Products

Mack Trucks is now taking orders for the **Lytx DriveCam and Lytx Video Services** pre-wire option on LR, TerraPro and Granite models – making it possible to simply plug in a Lytx event recorder.

The related feeds can be used to support driver coaching, accident reconstruction, identify near misses, and even to prove innocence, refuse product manager Curtis Dorwart said during a related announcement at Canada's Waste and Recycling Expo.

Those benefits easily outweigh the cost of the equipment, added Roy Horton, director of product strategy.



The video feeds can be combined with Lytx Video Services that include features like on-demand continually recorded video, optional live streaming, and support for multiple cameras. **TN**

Volvo's new Xceed **fuel efficiency package** for VNL 760 and 860 models has been specifically designed for those who haul dry vans or reefers – promising to boost fuel economy by 11% when compared to the existing Fuel Efficiency Plus spec', and bettering the Fuel Efficiency Advanced package by 3.5%.

Each is built on XE powertrain packages including the Volvo I-Shift automated manual transmission, Volvo D13 engine with turbocompounding, extended fairings, and ground effects.

Dedicated wheelbase options ensure optimal trailer gaps of around 44 inches, while about 950 lbs is shed using components including a horizontal exhaust system, dedicated rear axle, limited fuel tank configurations, lightweight fifth wheels, and aluminum chassis components.



The units will be identified with an Xceed badge on the bumper.

About 77% of the market includes dry vans and refrigerated bodies, the company adds.

Orders begin in January 2019, while production begins in March. **TN**

Shell Lubricants has introduced a **new training academy** for maintenance managers, technicians, and owner-operators. It has been under limited release, and was fully rolled out at the American Trucking Associations' Management Conference & Exhibition.

The web-based training platform offers modules covering everything from lubricant selection to how oils affect truck performance. Shell's ProAcademy was launched after a survey revealed 89% of responding fleets had unexpected downtime and more than half of those said some type of lubricant misapplication contributed. The majority also said they didn't realize how contamination increases maintenance costs.

The training modules are available 24/7 on any web-connected device or desktop computer. Managers can track the completion of the modules by their technicians. Those who take the courses can earn My Miles Matter reward points.

The first two modules are available immediately for free, and the remaining modules can be unlocked by agreeing to talk to a Shell representative. The program is available to customers and those who use other brands. About 150 users have tested the platform. To enroll, visit www.Shell.ca/proacademy. **TN**

Trimble is taking a new approach to the monitoring of **driver fatigue**.

At the American Trucking Associations (ATA) Management Conference & Exhibition, the company announced a partnership with Pulsar Informatics, which will deliver a new fatigue monitoring system to the transportation industry. Pulsar has worked with the U.S. Department of Navy, the Federal Motor Carrier Safety Administration, NASA, the U.S. Department of Defense and other government agencies, to develop and deploy its fatigue monitoring technology.

The system will be rolled into Trimble's Safety Analytics dashboard. Instead of just identifying signs of drowsiness, such as head nodding, the system also correlates fatigue to risky driving behaviors, Jim Angel, vice-president of video intelligence solutions for Trimble, said during an interview at the ATA MC&E. Trimble will monitor the driver's behavior and benchmark it across the fleet. A driver, for instance, who has three times more lane departures than his or her peers, will be flagged.

The new offering is currently in beta testing. It will be rolled out commercially to the U.S. and Canada by early 2019, with no additional hardware requirements. **TN**

Pressure Systems International (PSI) has unveiled a new **tire pressure monitoring system (TPMS)** known as Tire View, which comes to market in early 2019.

The first phase of the launch will include a standalone model for trucks and tractors. Next will come a system for trailers, enhancing PSI's automatic tire inflation system (ATIS) or running as a standalone unit.

Adding TireView to the automatic tire inflation systems will enhance tire data to identify specific tires that require attention, which is a first for the industry, the company says. **TN**

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The Adventures of NEWLAND TRANSPORT

By Edo Van Belkom

Vic has been back driving regular routes and it's getting to the point where he can choose which loads he takes and which ones he passes on. It's a great situation to be in, especially after starting out hauling containers for sometimes little or no money. But along with his successes, Vic is getting tired of driving a truck for a living. It's good work, honest work, but sometimes he feels like doing something else for a while. He's done that in the past driving smaller trucks while his own was in the shop, and more recently spending some time as an instructor when his cousin – newly arrived from Africa – needed some help getting his truck licence in Ontario.



But Vic realizes that if he's spending time as a driving instructor, then he isn't doing any driving. He'd love to do both, but there's no way he can do one without the other being affected. Unless... he has someone else drive for him whenever some instructing work comes his way.



Vic had trained his wife and helped her get her AZ licence. She'd spent plenty of time learning while she drove with him as a team. Now it was time to let her drive on her own while he pursued other things. Despite her concerns, the children were old enough to look after themselves and it was time to start expanding the business.

But even training new drivers and getting them on the road wasn't enough for some companies. He's been asked by more than one transport company owner if he'd be interested in becoming a driver training consultant. Vic wanted to do that very much, but that sort of thing required licences and certifications that he didn't have. But, he decides to get all the paperwork he needs to make himself attractive to small companies looking to make their team of drivers better.

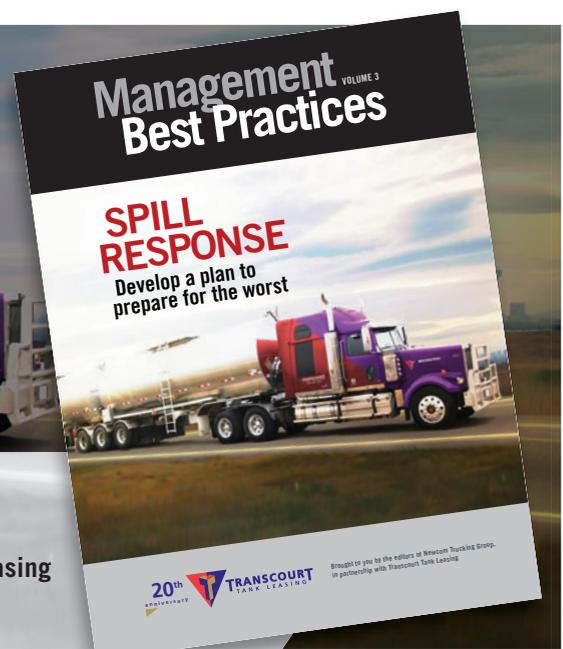


At last... he's achieved all the certifications he needs to be an instructor and tester. He's already got three companies signed up with more calling each day. He wasn't about to stop driving, but this was definitely the start of a new chapter in his life.

Illustration by Glenn McEvoy

SPILL RESPONSE

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How will 3D printing affect the supply chain?

And why is UPS investing in it?

INDIANAPOLIS, INDIANA

They may seem like odd bedfellows: UPS, a global logistics and delivery company and Fast Radius, a company pushing 3D printing, which stands to greatly reduce the number of shipments required by allowing businesses to manufacture products locally on their own.

But through its UPS Ventures arm, the company has taken a minority stake in Fast Radius, in hopes of better understanding how 3D printing – or additive manufacturing – will affect its business long-term.

“We use (the fund) to invest in knowledge capital,” explained Alan Amling, vice-president of UPS Ventures. “Looking at new business models. How do we work with companies in the start-up community to help educate us on what the next wave of solutions will be so we can get a head start?”

Amling admitted that additive manufacturing, which allows individuals or companies to produce their own stuff using a 3D printer, “was completely overhyped” in the beginning.

“Everyone was going to have a printer in their house and what was being printed was low-quality and high-cost,” Amling said during the FTR Transportation Conference. “There has been a metamorphosis around that industry, and if you are thinking of how it was five years ago, you have the wrong perception of what it is now.”

While UPS isn’t a manufacturer, it was curious about how additive manufacturing could affect the supply chain and its delivery business.

“If goods are actually manufactured closer to the point of consumption more frequently and in lower volumes, what does that mean to a company like UPS? What does that mean to your company?” Amling asked.

It certainly could affect storage and transportation, which is what UPS does. Amling sees it first being



Paccar truck parts are additively manufactured using a 3D printer at the company’s Silicon Valley Innovation Center.

“If goods are actually manufactured closer to the point of consumption more frequently and in lower volumes, what does that mean to a company like UPS? What does that mean to your company?”

– Alan Amling, UPS Ventures

embraced by the aerospace, automotive, and health care industries. Today, additive manufacturing is about a US\$10-12 billion business, and is expected to soon grow to US\$100 billion. But global manufacturing today represents \$12 trillion, so it’s still a drop in the bucket.

“While this is going to be growing at a rapid pace, it’s not going to be overtaking traditional manufacturing,” Amling said. However, he also acknowledged it will have an impact. “E-commerce is only 10% of total retail, but even though it’s only 10% it’s disrupting supply chains, disrupting retail. So, you don’t have to be 50% of an industry to disrupt it. Five to 10%, and things are going to change.”

He envisions a day when parts are stored within a virtual inventory in the cloud.

“These parts will never be in a warehouse,” he said. “When they’re needed, they’ll be printed on demand and shipped to the customer.”

This will also allow manufacturers to create product for a market of one. Adidas, for instance, is already building a shoe that will have sole matrixes with up to 20,000 connections, designed to reflect a customer’s specific body weight, gait, and intended purpose.

“At some point, my kids are going to be looking at me saying, ‘You used to buy shoes off the rack that didn’t fit you perfectly?’” said

Amling. “Right now, it seems so futuristic, but no more futuristic than some of the technologies that rolled out 10 years ago.”

Truck parts, such as gaskets, will also be printed. Fleets will be able to have them manufactured locally on demand.

The types of parts that will be additive manufactured will increase in time, as polymers advance.

“We are finding polymers that have properties to replace some metal parts,” Amling said. “We have polymers that are almost a rubber-like substance. What you can do with polymers is increasing.”

But he said it will be some time before metal parts can be 3D-printed. As a result, additive manufacturing will have a bigger impact on some supply chains than others.

“It’s going to be impacting some pockets more than others,” said Amling, noting transport companies should expect smaller, more frequent shipments from some sectors. But opportunities will also be created. Shipments of bulk resins and bulk aluminum will be required, and some parts will still have to be manufactured traditionally.

“It’s a very different supply chain if now, instead of big manufacturers there are thousands of small manufacturers. How does that change the supply chain? We’re trying to figure that out, but additive manufacturing allows that to happen,” he said.

Asked what business owners should do to prepare, Amling urged getting some hands-on experience with the technology.

“Get a 3D printer and get your people familiar with it,” he urged. “Start experimenting. Start looking at what parts make sense. The biggest change you have to make right now is not moving production to 3D printing, it’s understanding how the rules are changing and how things that weren’t possible before are possible now.” **TN**

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SM Freight goes the extra mile

BLenheim, ONTARIO

If there's one thing Steve Hibbert believes in, it's treating his employees and customers like gold.

SM Freight was founded at the turn of the millennium by a local Blenheim, Ont., resident. By 2007, he sold the company consisting of close to 30 trucks to Hibbert.

"When we purchased it, it was just a trucking company," Hibbert said. "It was unique, there was a lot of equipment. Mom and pop spent money here and there. And the timing couldn't have been worse because of the downfall, and the recession. And of course, we were a bit naïve and loved trucking, so we pushed through it anyway, and we proceeded to make a trucking company. And we went from turnkey to turnaround. And that's what we did."

Today, the fleet consists of 84 trucks and 140 trailers, 60 of which are reefers. Mostly, the company hauls produce, other food products, and pharmaceuticals to Washington, California, the midwestern states, and Quebec.

"In 2007, we were strictly produce and seasonal," he said. "Seventy-five to 80% of all our produce comes out of Leamington. And being food-related, the business was always there, but it was seasonal and would slow down, because greenhouses don't ship once November comes. So, we had to diversify a little bit. And we got into different frozen shipments, and things like that after, but we like to base our core business around refrigerated stuff."

Driver turnover is pretty standard, according to Hibbert.

"I find the bottom 10 drivers we have are always a problem," he said. "But at the same time, we have quite a few drivers who have been with us since they started in 1999 and when we first started in 2007, we hired some young guys who have done really well for us."

Those who leave, "think the grass is greener," Hibbert said.



Steve Hibbert says he'd like to grow his fleet to 140 trucks in the near future.

Those who stay, do so because SM Freight is committed to continually increasing wages for drivers, having great benefits, and driving clean, new equipment, Hibbert said.

"None of our trucks are more than four years old," Hibbert said. "Plus, we have an open-door policy. And if I'm not here or it's night, everyone here knows they can call me anytime to talk. And that's guys in the shop, dispatchers, drivers – management always makes an effort to talk to them. And not only when they have a problem at home, but asking them how their day is going and stuff like that. And I think that makes a difference. People really respect that."

Hibbert recalled one instance when a driver came to him after his wife ran up all of his credit cards.

"He was in dire straits and couldn't even afford to have his furnace fixed that he needed," he said. "So, I paid to have his furnace fixed. And it's that stuff as an owner that you do for your employees. We're not a bank or a lending institution, but if you can help and make things easier for them, they appreciate that."

Hibbert is also a big believer in treating customers right.

"The way we deal with customers makes us stand out from the competition," he said. "I have a saying that goes, 'If a customer calls or sends you an email, he/she sent it for a reason.' And I mean that. So, everyone here knows, you give that customer an answer, even if it's just to say you're working on it and will get back to him/her."

Right now, the business isn't suffering too much from the driver shortage, but Hibbert said more trucks than usual are sitting empty in his yard than he'd like.

"Today, we have four or five trucks empty," he said. "But in April we were full, and guys were waiting to come on."

To help fill his trucks again, Hibbert said SM Freight is actively trying to participate more in recruitment and job fairs.

"And we're going to have to look at the U.K. or the South Asian population in Toronto to recruit more drivers. The local farm boy isn't walking in off the street anymore," he said.

"But we are still looking for long-term employees. We want to sign people who are passionate about trucking, because we know they will be happy here for a long time."

In the near future, Hibbert said he hopes to continue to grow the business to double its current size.

"We've got to continue to grow," he said. "We can't sit on our laurels, and we have to continue to grow. We think we will grow through acquisition. I was always a firm believer in growing organically but it's getting tougher to do that. Where do I see us in five years? Probably with 140 trucks, that's what I envision. I could be crazy, but that's what I think." **TN**



Sonia Straface is the associate editor of *Truck News*. She has been covering the Canadian trucking industry since 2014.



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