

# Report on Transportation

Presented By Trailcon Leasing Inc.

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## QUEST FOR THE WEST Trailcon expands in Alberta

Cross-country shipping just got a lot easier for customers of **Trailcon Leasing**. With the company's recent purchase of Calgary-based **Hubs Trailer Service**, they now have additional support services in western Canada.

Hubs, which performs major repairs on trailers, is "a right fit for our customers," says Trailcon president Alan Boughton. "Hubs is well known for its ability to serve customers quickly and with a ton of expertise," he says. "It has an impressive shop for doing major repairs and safety inspections seven days a week. Add to that our own fleet maintenance services, plus our long-term leasing and local rental business, and you can see how we can offer a whole new level of service." ...continued on page 2

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## REPORT on TRANSPORTATION

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# QUEST FOR THE WEST

....continued from the cover



Trailcon's Calgary family.

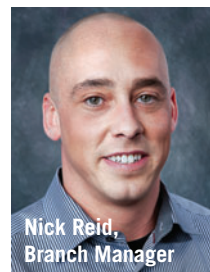
The acquisition will benefit Hubs' clients as well. "Our customers shipping across Canada used to have to find their own support in the various markets they travelled through," said Hubs owner Mitch Hancock upon closing the deal. "Now they'll be able to access a much larger service and repair network when they need it."

Mike Krell, Trailcon sales & marketing manager, Canada, is equally enthusiastic. "We have totally increased our maintenance capabilities and our mobile trailer technicians," he says. "I'm very excited that we can support our existing business nationally, and then offer the Hubs business partners more avenues of opportunity with rental and leases and fleet maintenance. It gives us strength and critical mass."

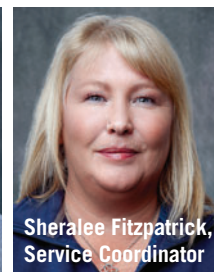
All the Hubs employees will be brought into the Trailcon family, along with a 15,000-square-foot facility housing eight service bays.

The new Trailcon operation will be headed up by branch manager Nick Reid, who will report to Dave Ambrock, regional manager for western Canada, based in Edmonton. It will also benefit from significant support in sales, operations, administration and finance from Trailcon's Mississauga head office.

The Hubs business joins Trailcon's existing operations in Mississauga, Cornwall, Calgary, and Edmonton.



Nick Reid,  
Branch Manager



Sheralee Fitzpatrick,  
Service Coordinator



Jawad Bayad, one of the mechanics  
who has joined the Trailcon family.

Boughton started Trailcon in 1992 with a single trailer and one employee – himself. Since then, he has built the company into a thriving enterprise with more than 100 employees and a fleet of some 6,500 units serving a number of industries. Its maintenance operation looks after an additional 8,500 customer-owned units across Canada.

While Hubs is Trailcon's most recent acquisition, it won't be its last, vows Boughton. "Trailcon is blazing a new trail – a trail of acquisition," he says. "We're in growth mode, with our sights set on further expansion across Canada."

# GROWTH

## – ORGANIC OR BY ACQUISITION?

*By Alan Boughton, President, Trailcon Leasing Inc.*

As many readers of **“Report on Transportation”** know, **Trailcon** completed the purchase of **Hubs Trailer Service** in Calgary on February 7, 2014. This is our first acquisition since we purchased Transportation Resources Group, a small storage rental company, in late 1993.

Trailcon’s growth has resulted from our ability to expand in Ontario over the past 22 years, due to a strong sales and marketing plan, and great I.T., administrative, and operational personnel. The market has rewarded us with double-digit growth year over year since we opened our doors in 1992. In addition to expansion in the GTA, we have opened branches in Cornwall, Edmonton, and Calgary, and a satellite branch in the lower mainland, B.C. As long as organic growth is possible, acquisitions make little sense, based on what I have witnessed during my 42-year career.

When Hendrie Company and my division, Provincial Trailer Rentals (PTR), was purchased by the Magnum Group in 1989, Hendrie, Contor, and PTR were added to Magnum Express, Richard’s Delivery, Chapman Cartage, Toronto Truck Leasing, Roclar Leasing, B&K Truck Lines, O’Brien Cartage, and others. This growing company had all the makings of a TransForce-type transportation conglomerate. However, it failed in its attempt to gain market share, in spite of tens of millions of dollars in acquisition costs. The failure of the Magnum Group became painfully obvious at a management meeting in early 1992. When the financial staff crunched the numbers, the sum of the parts should have meant combined annual revenues of over \$100 million. In reality, however, we were barely over \$50 million after many acquisitions over five-plus years.

The reason for this was obvious to me, as well as to some of the divisional presidents, such as David O’Brien, Aidan Bolger, and Vince Ruggiero. Although each company Magnum acquired was successful as a

stand-alone, that success didn’t last under the new ownership for one reason: a completely different culture. The fun-loving environment at PTR, equipment acquisition using cash flow, and an entrepreneurial sales and marketing team were replaced by a grim atmosphere, 100% financing, and sales directed by a layered financial team that had almost zero flexibility and little understanding of market conditions. Valued customers were treated as a means to an end, rather than as the reason we existed; employees and suppliers were looked upon

Trailcon’s growth has resulted from our ability to expand in Ontario over the past 22 years, due to a strong sales and marketing plan, and great I.T., administrative, and operational personnel.

as “who cares,” rather than “who we are.” I lasted longer than I should have, but after nearly three years, enough was enough and I moved on. Other division presidents and senior managers did the same, and over the next five years, the company stumbled and fell as division after division closed or was sold. None of the companies from the 1992 Magnum Group exist today.

TransForce, on the other hand, now dominates the Canadian trucking industry as number one in revenue, with a fleet of 15,677 pieces of equipment, plus 7,680 owner-operators and 58 operating companies. TransForce has succeeded where others have failed; although individual companies that join the group lose some of their

culture and identity, TransForce has maintained much of the target company’s business base and retained many of the key personnel. Magnum and others that followed them in the transportation industry failed in these two areas, as have many companies in the retail sector.

Faced with the challenges of maintaining and growing market share, grocery retailers have experienced many acquisitions over the past few years, including Loblaw’s purchase of Shoppers Drug Mart, Metro buying A&P, Sobeys acquiring Canada Safeway – and the list goes on and on. Although the acquiring companies say all the “right” things about their purchase, the reality is they are all chasing Walmart. The world’s largest retailer continues to amaze and amass market share, not only with same-store growth, but also with new store openings, as well as the conversion of existing outlets to super centres with grocery and produce.

These different retail strategies will surely produce varying results and mixed reviews by the experts, but I expect that, as surely as TransForce will increase market share by acquisition, Walmart will do the same, opening new stores and growing existing locations.

At Trailcon, we’ll do both over the next five years, and hopefully, our culture will be well-received by the staff of the acquired companies, like Hubs Trailer Service. In addition, we will expand to other markets by building new locations and increasing our market share where we are already a recognized leader in rentals, leasing, and fleet management.

This balanced approach – and not just growth by acquisition – will allow us to achieve our objectives and better service our valued customers from coast to coast.

# PITCHING<sup>IN</sup>

## Bethell Hospice offers quality of life and dignity in death

*By Trish Brisson, Service & Operations Administrative Manager, Trailcon Leasing Inc.*



When we first received the devastating news that my mother had incurable brain cancer, my first thought was: she will come and live with me and my family until she passes away (that is what a loving daughter should and would do). Then my thoughts went to my children, who would have to watch their grandmother “fade away.” Then the other questions arose: How does it happen? What do I watch for? What about work? These questions trigger a lot of fear and anxiety in caregivers. That is where **Bethell Hospice** in Inglewood, Ont., comes in.

**Trailcon Leasing** has been a supporter of Bethell Hospice since it opened its doors in 2010. As residents of nearby Caledon, our president, Alan Boughton, and his wife, Wendy, have taken an active role in supporting local businesses and causes, among them Bethell Hospice.

Mom and I discussed at length her condition and prognosis. It was understood that there would come a time when her condition would deteriorate and home care would no longer be an option. Mom wanted the opportunity of choosing her end-of-life scenario. Bethell Hospice allows patients to do just that. Mom visited Bethell while she was still able, and immediately felt “at home.” The staff is sincere, and the facility is state of the art. It concentrates not only on the care of the patient, but on the family as well. Many people think that Bethell Hospice is mainly about dying, but what most don't realize is that it is also about living – with the best possible quality of life and, when the time comes, dignity and comfort in death. The staff and volunteers understand the true meaning of caregiving, and their enduring presence is a testament to their selfless will.

Many people are not aware of the alternatives to dying at home or in hospital. It is not well known that everyone in



Bethell Hospice in Inglewood, Ont., is a state-of-the art facility that focuses not only on the care of the patient, but on the family as well.



Ontario has the option of hospice care, thanks largely to the Ontario healthcare system.

The government funds 60 percent of Bethell Hospice's operating costs. However, it depends on the generosity of

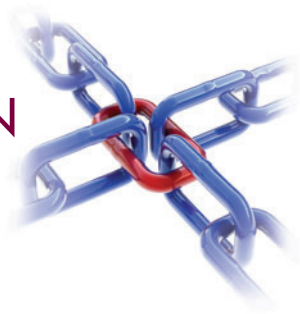
corporate and private donations to make up the additional 40 percent, to the tune of approximately \$700,000 annually.

This year, Bethell Hospice touched two of

our organization's families: mine and that of Marc Mousseau, president of Wilson Truck Lines, whose mother also passed away there in 2013 from complications due to cancer. In memory of both mothers, I am proud to say that **Trailcon Leasing** and its staff chose Bethell Hospice as its charity of choice in 2013.

Should you wish to donate to Bethell Hospice or want more information, please visit its website at [www.bethellhospice.org](http://www.bethellhospice.org).

# CUSTOMER CONNECTION



## Caneda Transport Inc.

### In for the long haul

Leading by example has helped Jim Duncan and Eileen Cowan build Calgary-based **Caneda Transport Inc.** from a single truck to more than 100 units spanning North America. As vice president Heather Mathiesen puts it, “they don’t ask anybody to do something that they’re not willing to do themselves,” whether that be Jim jumping on a forklift and loading trucks, or Eileen doing laundry “and everything else.”

Jim and Eileen are used to doing whatever it takes to service their customers, an attitude that goes back more than 35 years when they started Caneda with just one truck hauling timber. From there, they began hauling reefer freight, a business that thrived until they lost a major account that represented a large portion of their revenue.

“That forced them to change their business model,” explains Mathiesen. “They made a decision not to put all their eggs in one basket,” diversifying to less-than-truckload (LTL) shipments and establishing branches in Canada and the U.S.

Today, Caneda boasts some 75 employees, as well as 64 line-haul drivers. In addition to the head office in Calgary, it has branches in Edmonton, Mississauga, and Mira Loma, Calif. Its fleet consists of approximately 20 company trucks and over 40 owner-operators, as well as a broker division to help customers with their logistics needs, including rail and flatbed. The average length of service of both drivers and office personnel is 10 years, says Mathiesen. “We have very low turnover here, which says a lot about the company, and that has contributed to our success.” So, too, has Caneda’s commitment to safety; the company was awarded a Certificate of Recognition (COR) from the Partners in Injury Reduction Program in 2013.

Caneda hauls virtually everything except household goods, explosives, and bio-hazardous freight. True to the owners’ vow to never again rely excessively on one account,



**From l to r:** Heather Mathiesen, vice president, Caneda Transport; Dave Ambrock, regional manager, western Canada, Trailcon Leasing; Keith Meadors, safety & compliance manager, Caneda Transport; Nick Reid, Calgary branch manager, Trailcon Leasing.

“we currently do not have one customer that represents more than eight percent of our total gross freight,” says Mathiesen.

With the company’s diversification into LTL, a driver may be carrying freight cross-border from as many as 10 different customers at once, each with the same paperwork that would be required for hauling a full load. “But because we have a great staff and drivers, we get it done,” notes Mathiesen. The company’s investment in technology also helps. Caneda has satellite systems in all of its trucks, allowing staff to communicate with drivers, and customers to track their shipments and view their proof-of-delivery (POD) receipts and invoices through the company’s website. Currently, Caneda is rolling out scanners to all its trucks, so PODs can be available online to customers sooner.

Caneda’s trailers consist of dry vans, reefers, and heaters. The company became a Trailcon customer last year through one of

its long-term vendors. “We’re happy with Trailcon’s service and trailers, and that’s why we ordered our last batch,” says Mathiesen. “That will replace all of our dry vans, and we’re looking at possibly reefers and heaters in the next year.”

Although Caneda is targeting future growth, it will not come at the expense of quality, assures Mathiesen. “We don’t want to grow so fast that we don’t get a chance to know our drivers and customers on the same personal level that we currently have. I think that is a big contribution to why they stay with us, because they’re part of the family here.”

That family also includes “Elvis Presley” and “Marilyn Monroe,” of whom Eileen is a big fan. She pays tribute to the late entertainers by identifying the men’s and women’s washrooms with Elvis and Marilyn pictures, respectively.

While Jim and Eileen are now semi-retired, they remain the “éminence grises” of the Caneda family, keeping in touch via technology when wintering in California. But it’s no secret when Eileen is in the office; just listen for the mellow tones of Elvis wafting through the building!

# TECH TALK

## Setting a “Precedent” for sustainability and savings

By Laine Hrechuk, Sales Manager, Thermo King Calgary

With the launch of the Precedent™ temperature-control trailer platform, **Thermo King** became the first transport refrigeration manufacturer to receive Environmental Protection Agency (EPA) and California Air Resources Board (CARB) certification for 2013-model-year engines greater than 25 horsepower. The new EPA Tier 4 final regulations require an engine to be 37 percent cleaner for particulate matter and 90 percent cleaner for nitrogen oxides, compared to the previous interim Tier 4 standard.

Customers of Thermo King, a manufacturer of transport temperature-control systems for a variety of mobile applications and a brand of Ingersoll Rand, now benefit from more sustainable solutions, indefinite engine life in California, and greater flexibility in trade cycles. They can now keep their transport refrigeration units longer than seven years, and, if they do decide to sell, values should remain higher, as the buyer won't need to make incremental investments. As it stands now, the laws state that after seven years, the Precedent™ will not require any aftermarket engine



Thermo King's Precedent™ temperature-control trailer platform allows customers to benefit from more sustainable solutions, indefinite engine life in California, and greater flexibility in trade cycles.



### Many options

**T**hermo King provides a wide range of product configurations and options that allow customers to transition to the new platform when the time is right, based on the specific needs of their business.

- The S-600, a greater-than-25-horsepower single-temperature unit with an evergreen engine for use in California.
- The S-600m, a greater-than-25-horsepower multi-temperature unit with an evergreen engine for use in California.
- The S-700, a greater-than-25-horsepower high-capacity single-temperature unit with an evergreen engine for use in California.
- The C-600, a less-than-25-horsepower single-temperature unit with an allowed useful life in California of seven years.
- The SB-230, a greater-than-25-horsepower single-temperature unit with an allowed useful life in California of seven years. This unit will slowly be phased out of production, but no immediate end dates have been published.
- The Spectrum SB, a greater-than-25-horsepower multi-temperature unit with an allowed useful life in California of seven years. This unit will also gradually be phased out.

emission system – such as a diesel particulate filter – for customers to continue to operate in the state of California. Therefore, they will have a more sustainable solution throughout the life of the units.

The new platform's DDE, or Diesel Direct Electric, architecture features the proven Thermo King X-430 compressor, which is directly coupled to the diesel engine. A small generator supplies power to the condenser and evaporator assemblies to achieve optimum efficiencies and double-digit fuel savings.

A cutting-edge fuel-injection system delivers optimal fuel injection at exactly the right time, controls particulate-matter emissions, and eliminates the need for an expensive high-maintenance after-treatment system.

By adopting the Precedent™ platform, customers can take the environmental high ground, as well as give back to their bottom line.

# INTERMODAL

INSIGHTS



## Future looks brighter for east coast ports

A pronounced shift in traffic from the Panama to the Suez Canal is bringing increased traffic to east coast Canadian and U.S. ports, says Danish container research firm SeaIntel.

“As more Asia–North America east coast services shift from Panama to Suez, more cargo is imported through eastern ports, instead of being railed from the west coast,” says SeaIntel chief operating officer Alan Murphy. “We expect this to intensify as carriers can deploy larger vessels, with lower cost per container, without having a significantly longer transit time, direct to the densely populated urban centres on the east coast.”

The research also revealed that an increasing share of containers imported through west coast ports are exported through east coast ports in North America.

## Intermodal freight loadings on right track

Although domestic rail shipments showed a slight decline for December 2013 (the most recent results available) compared with the same month in the previous year, that was offset by strong growth in shipments received from the United States, according to Statistics Canada figures.



Intermodal freight loadings climbed to 153,000 units, a gain of 3.7% over December 2012. Chalk up the improvement to an increase in containerized cargo shipments and trailers loaded onto flat cars. In terms of tonnage, intermodal traffic rose 2.9% to 2.3 million tonnes.

## PMV records strong 2013, but rough start to 2014

Although Port Metro Vancouver (PMV) was hit with a crippling truckers' strike early this year, its results for 2013 showed continued growth, including a repeat of record volumes in the container sector.

The Port handled a record 135 million tonnes of cargo, an overall increase of 9% – including both import and export tonnage – over 2012. The improvement was fuelled



Courtesy of Port Metro Vancouver

by increased demand for Canadian products, an ongoing transition to a consumer-based economy in China, and recovery in Asia.

Container volumes showed an increase of 4% in 2013, for a record total of 2.83 million TEUs (20-foot equivalent unit containers).

The Port continues to work aggressively on operational improvements. Together with terminal operators and other industry participants, it is building infrastructure such as overpasses, tracking performance using GPS technology, and supporting efforts to extend hours of operation on terminal gates to improve the overall flow of cargo through Lower Mainland container terminals.

## CN invests in safety, service, and growth

CN plans to invest about \$2.1 billion to continue to raise network safety and efficiency, improve service, and grow the business.

The investment will allow for the replacement of rail, ties, and other track materials; bridge improvements; and various branch-

line upgrades. It will also include funds for strategic initiatives and additional improvements to track infrastructure in eastern and western Canada, as well as in the U.S.

The railway also expects to spend approximately \$600 million on facilities to grow the business, including transloading terminals, distribution centres, and the completion of its Calgary Logistics Park project.

Although CN announced record full-year 2013 volumes and revenues, net income for the year was down slightly to \$2,612 million, compared with \$2,680 million for 2012.

Revenues for intermodal increased nine percent in 2013; president and CEO Claude Mongeau has identified intermodal as one of the railway's “good opportunities” for this year.



# TRAVEL TIPS

## Tales of the South Pacific

By Wendy Boughton \*

Many of the 37 years my husband Al and I have spent together have involved discussions on where to travel to next. The South Pacific – and more specifically Bora Bora, rated “the most beautiful island in the world” – has always been high on our list. However, raising a family wasn’t conducive to making such a long and expensive trip. But now that we are “empty nesters,” we put the plans in motion. Before long, we had friends on board and, with the help of our trusty travel agent Karen Kettle at Carlson Wagonlit, were heading to the airport. With Al’s scuba skills brought up to date, and our friend Keith Carroll even going so far as to get scuba certified, we were ready to explore the deep blue waters of the South Pacific!

### Getting to Tahiti

There are no direct flights from Toronto to Papeete, Tahiti – the capital on the largest island in the archipelago known as the Society Islands. Air Canada offers flights through Los Angeles. Pick up Air Tahiti Nui in L.A., which offers three or four flights daily.

Once in Papeete, the most recommended hotel is the InterContinental Tahiti Resort and Spa. It’s a five-minute cab ride from the airport, and only another three minutes to the cruise port. Every guest room faces the ocean, and boasts all the amenities. The hotel also offers bungalows by the water that have breathtaking sunset views. In the “Lagoonarium,” you can swim and snorkel with a variety of fish. The hotel’s buffet breakfast is great, but we recommend the à-la-carte option for dinner. Wine selection is good and reasonably priced.

Tahiti is predominantly French, with schools teaching Spanish and now English as a third language. Tahitian is also being taught to help revive the culture.



Oceania Cruises makes a round trip from Papeete in 11 days, touching on the most popular islands and offering five-star food and service.



The unique “overwater bungalows” of the Hilton Moorea Lagoon Resort and Spa.

### Climate

Rainy season starts around December and lasts until the end of March. We travelled in early April, and had lots of sun with only a few brief showers. Temperatures averaged 30°C daily, with the ocean temperature about the same. Humidity is high, so don’t bother fussing with the hair!

### What’s popular

Tahiti is most known for its pearl farms, which can be seen dotting the ocean in some areas. You won’t find Tahitian pearls anywhere else, so they’re worth the purchase. You’ll find them in every port, in every store. Pearls come in many colours, blue being the rarest, but black being the most popular. Of course, pink and white and yellow pearls are also abundant. Most farms sell some of their own pearls, some already set in jewelry and others loose so you can have them set at home. All come with authenticity certificates and value, and the necessary paperwork for customs. Yes, all jewelry is duty free in Tahiti.

Vanilla plantations are also abundant, and vanilla extract and oils are easy to purchase in many stores. Monoi oil, from the flowering plant of the same name, is also popular. Tahitians make their leis from these flowers, which give off a wonderful scent. The oil is thick like coconut oil, and great on the skin. Coconuts, too, are fresh and abundant. You’ll learn how to crack open a fresh one and drink the water (be careful if you’re not used to it; this can upset the stomach!). Of course, the fresh coconut meat itself can be shaved or eaten as a snack. The Tahitians waste no part of this fruit!

Also pick up a “pareo” as a souvenir, hand-painted wraps that show the flowers of the islands, and can be tied to create many different looks.

## Getting around

Cruising seems to be the most popular way to see the islands of the South Pacific. We chose Oceania Cruises, which made a round trip from Papeete in 11 days, touching on the most popular islands. Our ship was much smaller than those that sail the Caribbean, carrying only 1,200 passengers, predominantly adults. Paul Gauguin also offers a small-ship cruise option, and Princess Cruise Lines now has

Our friend, Sharon Carroll, snorkelling in Bora Bora, with a pearl farm in the background.



Al and Keith Carroll snorkelling at the pearl farm.



ships in the area as well. We highly recommend Oceania for its five-star food and service and its luxurious suites. If you're not cruising, ferries travel to some islands, but mostly a small plane will get you where you need to go.

## Scuba diving and snorkeling

There is plenty of this to do everywhere in the South Pacific, and you likely won't be disappointed anywhere. Deal with a reputable company for your scuba excursions.

Top Dive has locations on several islands, and you can book online ahead of time. It provides knowledgeable dive instructors and all equipment. Dives range from as shallow as 16 feet to over 100 feet deep, depending on your skill and preference. If you prefer snorkeling, a guide will take you around.

## Moorea – our favourite destination!

Although we visited several islands, including Huahine, Raiatea, Nuku Hiva, Rangiroa, and, of course, Bora Bora, Moorea was our favourite! This island is visible from Papeete, and is a mere 30-minute ferry ride aboard the Ameretti V. Moorea is very lush, with crystal-clear waters and colourful lagoons. Take a boat tour to see the pristine waters, which change from turquoise to green. Snorkel with sting rays and black-tipped sharks; this will be your highlight. Don't pack your fins, as most tours do not allow them while snorkeling, mostly to protect the coral. However, we found that most dive companies and some tours still offered fins as part of their equipment, for those more comfortable with them. Do pack water

shoes, as broken shell and coral in some areas are hard on the feet, and the sand can be quite hot. Don't touch any coral, and especially don't step on it. Coral is extremely fragile, and this damage can destroy years of reef life. You can also sustain severe cuts on the sharp edges and leave yourself open to infection. If you do scrape yourself, your tour boat operator usually carries a spray bottle of an iodine solution. Make sure you use it.

There is plenty to do on Moorea. Four-by-four and jeep rentals are popular, and can take you to the higher, more scenic parts of the island. There are plenty of little shopping villages as well. Recommended hotels include the Hilton Moorea Lagoon Resort and Spa, as well as the InterContinental Resort and Spa. Both offer the "over-water bungalows," but also have "island bungalows," each with a private pool. We enjoyed the Hilton's over-water bungalows, where you could swim right off your private deck into the shallow, clear and warm lagoon. You could snorkel for hours amongst the bungalows and right out into the deeper parts of the lagoon. Or swim to the beach and pick up a single or double kayak to view the island from the ocean. The Hilton offers nice restaurants and a freshwater pool, but be forewarned – the service is not quick, nor does it seem to be a priority here. Although the staff are very friendly, they aren't in a hurry, so you shouldn't be either!

Our scuba-diving and snorkeling experience in Moorea was one of the best! A popular dive site in shallow waters is not far from your pick-up point at the local hotel. There you will swim with some of the biggest rays and black-tipped sharks you will ever see. Seasoned guides have developed a relationship with some of the rays, and our guide was able to actually "kiss" hers! The rays glide over your body and don't seem to mind you touching them and experiencing their soft, velvety skin. The sharks, always looking for food handouts, also glide around your feet, but are not aggressive. Waters are clear and warm, and you can easily experience this site standing in about three feet of water.

## Bora Bora

Bora Bora is the "jewel" of all the islands, or so they say. Surrounded by the most beautiful lagoon with the green and blue crystal waters and white sand beaches of the South Pacific, it is easy to see why. We are convinced the best view of the island is from the air. Unfortunately, it does rain in Bora Bora! This was the only island where we got more rain than we wanted. Still, we were able to take a tour around the entire island in just a few hours. There are a few five-star hotels, including the Intercontinental Hotel, Four Seasons Resort, Sofitel and Meridien, all offering over-water bungalow options. Accommodations are not cheap, with a bottle of water costing as much as US\$8. People recommend finding a little market and stocking your room from there.

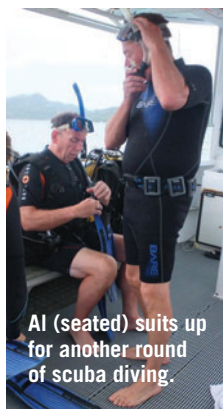
If you have time, visit Bloody Mary's, the only bar on the island. A billboard out front lists the many famous celebrities who have sipped a cocktail at this sandy-floored establishment.

The South Pacific with its wonderful islands and culture is definitely a place we hope to return to, perhaps with our children and grandchildren, in the not-too-distant future.

Take a few weeks out of your busy life and do this trip while you can. It's so worth it!

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*\*Wendy Boughton is the wife of Trailcon Leasing president Alan Boughton.*



Al (seated) suits up for another round of scuba diving.

# INDUSTRY

Notes

## Boat-tails await approval from provincial govts.

**Transport Canada's** recent amendment to the federal rear under-ride manufacturing standard paves the way for the introduction in Canada of full-length boat-tails – environmentally friendly rear trailer aerodynamic devices that reduce drag and greenhouse-gas emissions.

The ball is now squarely in the court of the provincial governments, who have jurisdiction over truck weights and dimensions standards. David Bradley, president and CEO of the Canadian Trucking Alliance (CTA) urges them to take the necessary steps to accommodate this technology within their regulations as soon as possible.

"It was always our understanding that, once Transport Canada gave the green light, the provinces would respond in kind," says Bradley. "Transport Canada has done its part; now it's up to the provinces to respond as quickly as possible, so the industry can begin taking advantage of this technology across the country."

## Support grows for entry-level training of drivers

Several organizations have joined the **Ontario Trucking Association's** (OTA) call for entry-level training of truck drivers.

Marsh Canada, a global leader in insurance broking and risk management, and the Freight Management Association of

Canada, the national voice of the country's shippers, are the latest stakeholders to endorse the initiative. They join several major truck insurance companies, the Truck Training Schools Association of Ontario, and the Fleet Safety Council (Toronto chapter) in the growing coalition of support for mandatory entry-level truck-driver training.

The OTA maintains that entry-level training would help reduce the driver shortage and improve the quality of new drivers entering the industry by making truck driving a skilled occupation.

A recent survey of commercial drivers and managers by the Alberta Motor Transport Association revealed that 89% of respondents "strongly agreed" or "agreed" that in-vehicle training alone is not adequate for safe commercial driving, and that additional training should be required; and that all entry-level commercial drivers should take formal in-vehicle training.

## Learn, laugh, and mingle at AMTA Conference

The 2014 Conference of the **Alberta Motor Transport Association** (AMTA) promises to be both informative and entertaining. The two-day event kicks off April 25 at Banff's scenic Rimrock Resort Hotel in the heart of the Canadian Rockies.

Delegates can take in business sessions on such topics as the sales-driven organization, awareness of mental health at work, commercial driver training standards, and much more. Alberta Minister of Transportation, the Honourable Wayne Drysdale, will update attendees on government plans, while keynote speaker Mike "Pinball" Clemons, a CFL legend and the Toronto Argonauts vice chairman, is sure to entertain and inspire them.

After a long, harsh winter, everyone will welcome the chance to dig out their board shorts, flip flops, and shades for an evening of "Sand and Surf." The Conference will conclude with the popular President's Banquet on Saturday evening.

## Committee tackles shortage of women in trucking

Female managers and executives from across Canada's trucking industry are joining together to help more women pursue career opportunities in trucking.

**Supporting Women in Freight Transportation** (SWIFT), a new national advisory committee spearheaded by **Trucking HR Canada**, is committed to educating other women about careers in trucking, identifying challenges and barriers to their career paths, and promoting the recruiting and retention practices that support women in the workforce.

Women represent only 3% of Canada's truck drivers, mechanics, transport trailer technicians, and cargo workers. They account for just 11% of managers, 13% of parts technicians, 18% of dispatchers, and 25% of freight claims/safety and loss-prevention specialists. "This challenge needs to be addressed as the trucking industry looks to ease an intensifying shortage of skilled workers," says Angela Splinter, CEO of Trucking HR Canada.



## CTA, IBC take cargo crime program national

The **Insurance Bureau of Canada (IBC)** and the **Canadian Trucking Alliance (CTA)** are joining forces, supported by four large Ontario police services, to launch a national program to fight cargo theft.

The rapidly escalating crime is costing Canadians up to \$5 billion a year, and is a significant problem in transportation hubs in southern Ontario, and in Vancouver and Montreal.

IBC and CTA will expand the current Cargo Theft Reporting pilot program, which is now in Ontario and Quebec, across Canada. All insurers and trucking association members in Canada can now report cargo thefts directly to IBC via an online submission form. IBC will collect, analyze, and promptly share the information with a national network of law-enforcement partners that include Canadian and American border agencies.

Cargo theft involves a sophisticated network of criminals who commit the thefts and distribute the stolen goods – usually items that people use on a daily basis, such as laundry detergent, T-shirts, dry goods, or electronic components. Often, the products are parceled out and sold well before the theft is reported.

Locally, Crime Stoppers of York Region recently held a press conference in Markham, Ont., to mark International Crime Stoppers month, announcing that the program this year would focus on combatting cargo thefts and related crimes. The campaign, launched by York Regional Police, Crime Stoppers, the Canadian Association of Chiefs of Police (Organized Crime Committee) and endorsed by the Ontario Trucking Association (OTA), features a crime-prevention video and “door hanger” program that highlight the impact of cargo crime on communities, and encourage the public to share tips through Crime Stoppers. The door hangers are being distributed throughout the local transportation community and at truck stops in York Region, the GTA, and Highway 401 corridor.



## Optimism reigns in OTA Q1 survey

After enduring three difficult years, Ontario motor carriers are finally seeing the light at the end of the tunnel.

In the **Ontario Trucking Association's (OTA)** first-quarter 2014 survey of business conditions, carriers indicated across-the-board improvements – some unprecedented – in all four sectors monitored (intra-Ontario, inter-provincial, southbound U.S., northbound U.S.).

Forty-two percent of carriers said freight volumes within Ontario improved in the last three months – the highest level since early 2011, and despite the fact that this is traditionally the slow season for trucking. Nearly half (48%) reported improved volumes in southbound U.S. lanes, the highest level ever recorded for this sector since the survey began in 2008. Forty-four percent reported

improvements in northbound volumes, while reports of interprovincial improvements remained unchanged from last quarter at 38%.

And if January volumes are any indication, the industry is in for a prosperous year. TransCore Link Logistics' Canadian Freight Index opened the year with never-before-seen highs in load volumes – a whopping 43% increase month over month.

More carriers also expect volumes to climb over the next six months – a clear break in the trend from the last few surveys, in which carriers reported experiencing improved volumes but didn't believe they would hold up in the coming months.

Perhaps even more impressive are carriers' observations about rates, reversing a trend of reporting stagnant rates regardless of volume growth. Twenty-nine percent of respondents said southbound U.S. rates were increasing; 23% within Ontario; and 28% for inter-provincial lanes. Furthermore,

27% reported supply constraints, and 36% expected capacity to get squeezed further over the next six months – the highest figure since the start of 2010. Just under half of fleets are planning to add tractors, trailers, drivers, or owner-operators.

Chalk up respondents' newfound optimism to improvement in the U.S. economy, as unemployment levels decline and consumer spending rises.

Although general economic forecasts have been lackluster, reported volumes by carriers continue to increase each quarter, and their belief in sustained freight growth overall and a stronger rate environment point to a resurgence, concludes the OTA.

## On the acquisition trail

M&A activity in the trucking industry continues at a brisk pace as several organizations recently announced acquisitions.

■ Perennial buyer **TransForce Inc.** has acquired the Freight Transport Business of Halifax-based **Clarke Inc.** – including its truckload, less-than-truckload, and freight logistics businesses. Clarke continues to own the ferry and container shipping units within its current Freight Transportation segment. Montreal-based TransForce also completed the acquisition of **Vitran Corporation Inc.**, after the latter terminated an agreement it had entered into with an affiliate of Manitoulin Transport.

■ Woodstock, Ontario-based **Contrans Group Inc.** has acquired the operating assets and real property of **Best Transfer**, a trucking company situated near Guelph, Ont., that operates 30 highway tractors and 50 trailers.

■ **Celadon Group, Inc.** has agreed to acquire selected assets of **N. Yanke Transfer Limited**, based in Saskatoon, Sask. Yanke operates approximately 300 tractors, and transports both domestic Canadian and international shipments between Canada and the U.S. Following its previous acquisition of Hyndman Transport, Celadon continues to expand its presence in the western provinces.

■ Also in western Canada, **Manitoulin Transport** has purchased **Smooth Freight Ltd.**, of Brandon, Man. Smooth Freight provides scheduled less-than-truckload and truckload services and storage trailer rentals to over 300 rural communities in southern and western Manitoba from its terminals in Winnipeg and Brandon.



## Industry members applaud Canada–South Korea FTA

The Canadian Courier & Logistics Association (CCLA) and Port Metro Vancouver are among those praising the recently signed **Canada–South Korea Free Trade Agreement** (FTA).

The CCLA says the FTA, nearly 10 years in the making, will broaden trade and serve as a template for negotiating trade agreements with other nations in the Asia-Pacific region.

“Diversifying export opportunities for Canadian enterprises will make our nation more resilient to regional economic trends,” says David Turnbull, CCLA president and CEO. “We anticipate the agreement will benefit consumers, as well as generate new growth and export opportunities for small, medium, and large enterprises.”

Robin Silvester, president and CEO of Port Metro Vancouver, is equally enthusiastic. “South Korea is our port’s third-largest trading partner in Asia, with trade through Vancouver of more than 200,000 containers per year,” he says. “This trade liberalization agreement will further increase the \$10 billion in annual two-way trade between Canada and South Korea, creating jobs and driving economic growth across Canada.”

Not all sectors are in favour. The Ontario auto industry, the most vocal opponent, says the deal will affect jobs and production in Canada’s car manufacturing sector. However, almost half the Korean autos sold in Canada enter duty-free from the U.S., where Hyundai Motor Group and its affiliate Kia Motors have assembly plants.

The U.S. and the European Union already have a free-trade deal with South Korea, and, as a result, are stealing market

share from Canadian merchandise exports to that country.

According to a government release, the FTA is expected to increase Canadian exports to South Korea – Canada’s seventh-largest merchandise trading partner – by 32% and expand the economy by \$1.7 billion. It could come into effect within a year.

## Calling in sick? No egroting!

While modern-day dictionaries continue to add hundreds of new words, like “selfie,” “hashtag,” and “bestie,” many time-honoured expressions are, sadly, fading into oblivion. U.S. author Mark Forsythe’s book *Horologicon* is a collection of these forgotten words, which he describes as “too beautiful to live long, too amusing to be taken seriously, and too precise to be common.”

Herewith, a sampling:

- **Egrote:** to feign sickness in order to avoid work.
- **Throttlebottom:** a dishonest man who holds public office [synonym: Duffy, Mike].
- **Voyage to the Spice Islands:** 18<sup>th</sup> century slang for going to the bathroom.
- **Jehu:** a fast or furious driver.
- **Fudgelling:** pretending to work.
- **Vomitorium:** not what you think! – a passage by which to exit a building, such as a theatre.
- **Ultracrepidarianism:** giving opinions on subjects you know nothing about.
- **Catching the cat; chickeny; the King is his cousin:** being in a drunken stupor [synonym: Ford, Rob].

## Word Watch

### “On the wagon”

**W**e all know someone who is “**on the wagon**” – abstaining from alcohol (but sometimes falling “off the wagon”).

There is apparently a real wagon behind this expression. It refers to the water-wagon, or water-cart, a fixture in American cities at the turn of the 20<sup>th</sup> century. Before the advent of paved roads, municipalities would dispatch horse-drawn water-wagons to spray the streets in order to prevent the clouds of dust that traffic would stir up. So anyone who had sworn off alcohol – and would presumably be drinking water instead – was said to have “climbed aboard the water-wagon,” which was later shortened to “on the wagon.”

The first reference to the term in print is believed to be from Alice Caldwell Hegan’s comic novel *Mrs. Wiggs of the Cabbage Patch*, 1901: “I wanted to git him some whisky, but hoe shuck his head. I’m on the water-cart.” By as early as 1904, the term was being used in its present-day context.



Sources: [www.word-detective.com](http://www.word-detective.com), [www.phrases.org.uk](http://www.phrases.org.uk)

## Ontario drivers paying for road infrastructure costs

Ontario drivers are picking up most of the tab when it comes to funding the province's aging road infrastructure, says **CAA South Central Ontario** (CAA SCO).

According to the Conference Board of Canada report "Where the Rubber Meets the Road: How Much Motorists Pay for Road Infrastructure," motorists in Ontario cover between 70 and 90 percent of the costs of the road network through fees and gas taxes. In the Greater Toronto and Hamilton Area (GTHA), road users more than cover the full costs of construction, maintenance, and policing.

"This comprehensive study sheds new light on the common misconception that road users in Ontario are heavily subsidized," says Teresa Di Felice, director of government and community relations, CAA SCO. "Before any decisions can be made about new revenue tools (tolls, taxes, and increased fees), it is essential to understand who pays for our road network."

CAA SCO has repeatedly called on the province to establish dedicated funding for road infrastructure to address critical issues around gridlock. For several years now, it has advocated for a portion of the HST collected on gas and diesel fuel sales to be allocated directly to transportation improvements.

From 2011 to 2012, the provincial government collected over \$2.3 billion in gas taxes.

## Site-seeing My Giving Moment

The brainchild of Governor General David Johnston, **My Giving Moment** is a project of the Rideau Hall Foundation, a non-political charitable organization that works with a number of partners to help Canadians discover what they have to give. It could be something as simple as holding the door open for the stranger behind you, or perhaps donating your books to a library, or helping out a neighbour.

The site offers many suggestions for giving on your own, or as a group that you can start or join, as well as ideas according to area of interest and size of the give. Whatever your capacity for giving, it is a source of inspiration on how to make your neighbourhood – and our country – a more caring place.



[www.mygivingmoment.ca](http://www.mygivingmoment.ca)

# FRANK SAYS...

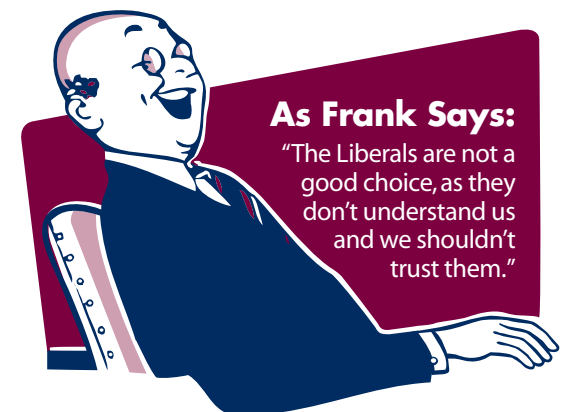
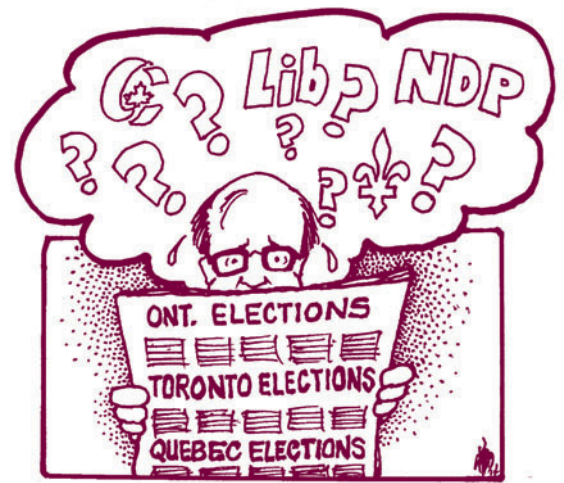
As I looked out my office window, I almost dreaded what was about to follow. Charging through the parking lot, running his car halfway up the front curb, was Frank. Barely a pause at reception and he was in my office brandishing a copy of his favourite national newspaper, face crimson and arms flailing. The rant was on.

Frank started with the announced candidates in the Toronto election, slandering all but John Tory and concluding he was the best of the lot but would still lose. Then he moved on to the Quebec provincial election – the platform and candidates of the P.Q., and talk of a possible majority for Premier Marois. The idea of a referendum is now back in play, and Frank bellowed: "Will a \$0.60 Canadian dollar be far behind?" Frank was still wearing his beer-stained Team Canada jersey from the Olympics, and I didn't need to ask him where he stood on the future of Canada without Quebec.

Frank saved his best for last, transitioning to Ontario and the election that would offer a solid leader in Andrea Horwath. But for Frank, that's not an option, after enduring Bob Rae and the NDP's majority government from 1990 to 1995. Frank likes Tim Hudak, and I agreed. But Frank noted that when he speaks, he always looks like Alvin from The Chipmunks, or possibly like he has just had an accident and should have relieved himself before speaking. Tim is bright and would be a great premier, but those uncomfortable public speaking moments are killing his chances.

Frank's copy of *The Globe & Mail* again published the numbers showing evidence of the Liberal waste followed by the cover-ups, lies, and then the arrogance of "oh well, it's all okay, we're Liberals and this is what we do" attitude. The waste under Premiers McGuinty and Wynne that we know about include eHealth (\$1 billion), Ornge (hundreds of millions), the cancelled gas plants (\$1.1 billion), and Ontario Northland Railway (\$820 million). In addition to those \$4-billion boondoggles is the mismanagement of Ontario Hydro, costing taxpayers millions more in monthly bills, with costs projected to rise up to 40% more over the next five years.

So I asked Frank what Ontario voters should do when it's time to mark the ballot. We both agreed we should vote for a party based on trust and understanding.



# BOYS AND THEIR TOYS

## Riding high with Harley-Davidson

Photo credit: Chris Hull



Customers had a chance to test ride various models at Mackie Harley-Davidson's "demo day" last fall.

By Ray Kehoe

Over the years, the powersport industry has watched as many dealerships have come and gone, casualties of owners whose enthusiasm was rarely matched with business sense. But that's not the case with Oshawa's **Mackie Harley-Davidson**.

In 1997, owner **Ross Mackie** purchased his first Harley: a brand new 1997 Softail Heritage Classic. A bike he still owns and rides today. That same motorcycle sparked an idea that kept him up at night. Ross had – and still has – a flare for business, a passion for the Harley-Davidson brand, and a knack for superior customer service. Armed with these considerable assets, he decided to open a Harley-Davidson dealership.

The Mackie name was already well known in Durham Region for its long-standing transportation company, Mackie Moving Systems. Having operated the company since 1928, the family knew a thing or two about longevity in business.

So in 2002, the Mackies started laying the groundwork for the best motorcycle dealership Durham Region had ever had. Ross and his sons, Norm, Paul, Dean and Scott, met with Deeley Harley-Davidson Canada, the Canadian distributor, which started the ball rolling. They knew that in order to shore

up the Harley dealership, their business savvy and experience would have to come into play.

A year later, during Harley-Davidson's 100th anniversary, the Mackie family officially opened the doors on this exciting new business opportunity. The 22,000-square-foot dealership, which is still located directly across the 401 Highway from Mackie Moving's headquarters, was an instant success. It not only sells and services Harley-Davidson motorcycles, but also has the largest selection of parts, clothing, and accessories.

With its strong leadership, experienced management, and professional staff, Mackie Harley-Davidson is one of the Canadian distributor's premier dealerships. In 2013, it was the highest-volume Harley dealership in Ontario, and remains a "destination store" where riders regularly stop in to visit. Like the "Cheers" bar of television fame, Mackie Harley-Davidson is a home away from home where everybody knows your name. When you become a Mackie Harley-Davidson customer,

you become part of the family.

To this day, Ross, Norm, Paul, Dean, and Scott all enjoy riding their Harleys regularly. The Mackie group of companies, supported by over 500 employees, provides warehousing, distribution, and transportation solutions in Oshawa, Markham, Mississauga, Montreal, Calgary, and Edmonton.



The Mackie family, with long-time friend Bobby Orr. From l to r: Norm, Dean, Ross (atop truck running board), Bobby Orr, Scott, Paul.

# CALENDAR OF EVENTS

## April 25-26

### AMTA Annual Conference

Rimrock Hotel, Banff, Alta.

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## April 27-30

### WERC Annual Conference

Chicago Hyatt Regency, Chicago, Ill.

**Contact:** Warehousing Education and Research Council

**Telephone:** 630-990-0001

**E-mail:** wercoffice@werc.org

**Web:** www.werc.org

## April 29-May 1

### Intermodal Operations, Safety & Compliance Seminar

Oak Brook Hills Resort, Oakbrook, Ill.

**Contact:** Intermodal Association of North America

**Telephone:** 301-982-3400

**E-mail:** info@intermodal.org

**Web:** www.intermodal.org

## May 1-3

### 63rd Annual Convention of Quebec Trucking Association

Fairmont Le Château Frontenac, Quebec City

**Contact:** Quebec Trucking Association

**Telephone:** 514-932-0377

**E-mail:** info@carrefour-acq.org

**Web:** www.carrefour-acq.org

## May 13

### OTA Spring Golf Tournament

Glencairn Golf Club, Halton Hills, Ont.

**Contact:** Ontario Trucking Association

**Telephone:** 416-249-7401, ext. 231

**E-mail:** yvonne.macaulay@ontruck.org

**Web:** www.ontruck.org

## May 15

### TTC Golf Tournament

Lionhead Golf & Country Club

**Contact:** Toronto Transportation Club

**Telephone:** 416-886-5450

**E-mail:** sec\_treasurer@torontotransportationclub.com

**Web:** www.torontotransportationclub.com

## May 25-28

### CCMTA Annual Meeting

Hilton Toronto

**Contact:** Canadian Council of Motor Transport Administrators

**Telephone:** 613-736-1003

**E-mail:** ccmta-secretariat@ccmta.ca

**Web:** www.ccmta.ca

## May 27

### PMTTC Toronto Spring Golf Tournament

Dundas Valley Golf Club, Dundas, Ont.

**Contact:** Private Motor Truck Council of Canada

**Telephone:** 905-827-0587;

1-877-501-PMTC

**E-mail:** info@pmttc.ca

**Web:** www.pmttc.ca

## June 1-4

### 49th Annual CTRF Conference

St. Clair College Centre for the Arts, Windsor, Ont.

**Contact:** Canadian Transportation Research Forum

**Telephone:** 519-421-9701

**E-mail:** cawoudsma@ctrf.ca

(Carole Ann Woudsma)

**Web:** www.ctrf.ca

## June 5

### AMTA Annual Golf Day

Sylvan Lake Golf & Country Club, Sylvan Lake, Alta.

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## June 10

### TTC Lunch and Learn for Women in Transportation

The Old Mill, Toronto

**Contact:** Toronto Transportation Club

**Telephone:** 416-886-5450

**E-mail:** sec\_treasurer@torontotransportationclub.com

**Web:** www.torontotransportationclub.com

## June 11-13

### SCMA National Conference

Shaw Conference Centre and The Westin Edmonton, Edmonton, Alta.

**Contact:** Supply Chain Management Association

**Telephone:** 416-977-7111;

1-888-799-0877

**E-mail:** info@scmanational.ca

**Web:** www.scmanational.ca

## June 12

### AMTA Annual Southern Golf Fundraiser

Silverwing Golf Course, Calgary

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## June 15

### AMTA Truck Driving Championships

Edmonton

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## June 18-19

### PMTTC Annual Conference

Kingsbridge Conference Centre, King City, Ont.

**Contact:** Private Motor Truck Council of Canada

**Telephone:** 905-827-0587;

1-877-501-PMTC

**E-mail:** info@pmttc.ca

**Web:** www.pmttc.ca

## June 21

### AMTA Truck Driving Championships

Edmonton

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## June 26

### AMTA Annual Northern Golf Fundraiser

Links Golf Course in Spruce Grove, Edmonton

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## July 25-27

### 28th Annual Fergus Truck Show

Centre Wellington Community Sportsplex, Fergus, Ont.

**Telephone:** 519-843-3412

**E-mail:** info@fergustruckshow.com

**Web:** www.fergustruckshow.com

## August 11-15

### NAIC 2014

Pittsburgh Marriott City Center, Pittsburgh, Penn.

**Contact:** Commercial Vehicle Safety Alliance

**Telephone:** 301-830-6143

**E-mail:** cvsahq@cvsaa.org

**Web:** www.cvsaa.org

## August 21-23

### Great American Trucking Show

Dallas Convention Center, Texas

**Telephone:** 1-888-349-4287

**E-mail:** info@truckshow.com

**Web:** www.gatsonline.com

## August 25-27

### AAMVA 2014 Annual International Conference

Dover Downs Hotel and Casino, Dover, Del.

**Contact:** American Association of Motor Vehicle Administrators

**Telephone:** 703-522-4200

**E-mail:** info@aamva.org

**Web:** www.aamva.org

## September 10

### AMTA Best Ball Tournament

Sylvan Lake Golf & Country Club, Sylvan Lake, Alta.

**Contact:** Alberta Motor Transport Association

**Telephone:** 1-800-267-1003

**E-mail:** amtamsc@amta.ca

**Web:** www.amta.ca

## September 22

### PMTTC Toronto Fall Golf Tournament

Markland Wood Golf Club, Toronto

**Contact:** Private Motor Truck Council of Canada

**Telephone:** 905-827-0587;

1-877-501-PMTC

**E-mail:** info@pmttc.ca

**Web:** www.pmttc.ca

## November 12

### OTA Annual Convention

Ritz Carlton Hotel, Toronto

**Contact:** Ontario Trucking Association

**Telephone:** 416-249-7401, ext. 231

**E-mail:** yvonne.macaulay@ontruck.org

**Web:** www.ontruck.org



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(1-855-762-3777)

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