



Toronto
Transportation
Club

THE LINK

SPECIAL EDITION

CELEBRATING

SUPPLY CHAIN CHAMPIONS!



CELEBRATING SUPPLY CHAIN CHAMPIONS



Welcome to this special edition of THE LINK – a tribute to the unsung heroes of our supply chain.

This initiative all came about on a ZOOM social call among five of the Toronto Transportation Club (TTC) past presidents: Gary Crowther, Tim Roulston, Claudia Milicevic, Kelli Saunders, and me. There was some banter about how our beloved TTC – a social club that can't socialize! – could stay relevant in these trying times.

We shared our disappointment at having to postpone Transportation Night, and how much we always enjoyed that evening at the Palais Royale – the camaraderie and opportunities to connect with colleagues, both new and old, not to mention the unique food stations and libations!

How could we find a silver lining? We discussed some of the great things happening in the transportation world, and how vital transportation is to the supply chain. We talked about highlighting the TTC's scholarship program, mainly the new and expanded offerings for corporate members.

Then the penny dropped: let's create a special edition newsletter honouring the unsung heroes of supply chain & transportation. This idea was quickly grasped by the board of directors, with many eager to assist and participate in the subsequent stories and article. As a group quickly came up with the content for the first four stories, and a solid list of prospects in short order.

I was very pleased with the willingness of the participants, many of whom already struggle with finding enough time in the day.

I hope you enjoy reading about how TTC members stepped up – and continue to do so – during the tough times. If you have a story you'd like to share, we'd love to hear about it. Starting next month we will be highlighting a supply chain hero from our member companies on a weekly basis.

Stay healthy.

John Foss

*Past President (2013), Toronto Transportation Club;
Executive Manager, National Accounts, Trailcon Leasing Inc.*





AIR CANADA
CARGO



FLIGHT OF THE HONEY BEES

The following is a Letter to the Editor written by The Honourable Marie-Claude Bibeau describing how Air Canada came to the rescue of the honeybees.



At this time when any good news is welcome, I'd like to share with you the amazing story of one of our essential but unsung workers in agriculture – the honeybee – buzzing around and pollinating the crops that nourish us. But they can't do their job without a little help.

As COVID-19 began affecting air travel worldwide, bee travel plans were affected as well. This was a real cause for concern for a large number of farmers in Canada who rely on 250,000 queen honey bees that are imported

each year, and 40,000 small bee colonies to pollinate vast acreages of some of our favourite food, including blueberries, cranberries, tree fruits, some vegetables, hybrid canola seeds and not to mention – honey.

Honeybees typically arrive in Canada by plane each spring in climate-controlled cargo holds. They are released into flowering fields across this country, where they are essential to producing key crops in Canada. In total, the value of honeybees to pollinating Canadian crops can represent more than \$2 billion annually.

Therefore, as COVID-19 began to reshape our reality, there was a real possibility that the bees would not be imported. This could have meant fewer crops and less honey for the 2020 harvest. The outlook was grim.

Recognizing the urgency, Agriculture and Agri-food Canada and the Canadian Honey Council sprang into action to find a solution. All the stops were pulled and partners like Air Canada answered the call to help fly in queen bees from the United States and move them by plane within Canada. The partners are now working to finalize the transport of the first queens for the spring season, aboard Air Canada planes from California, with more to come later.

I am so proud to see all the players working like bees to collaborate and deliver a solution just in time for spring. This initiative will make a difference for producers and consumers across Canada and ensure the unsung workers of Canadian agriculture keep on buzzing.



—The Honourable Marie-Claude Bibeau, Minister of Agriculture and Agri-Food





HELPING HEROIC DRIVERS DELIVER THE GOODS – SAFELY

As Bison Transport's heroic drivers keep the trucks rolling and the shelves stocked during the COVID-19 pandemic, the company has taken a number of measures to ensure their health and safety.

"We worked with two of our major grocery customers, who provided us with food and snacks at their cost to give to our drivers, as it has been very challenging for them to find nutritious food," notes Joel Wiebe, marketing manager, Bison Transport. "We had a team of Bison employees get together and assemble care packs that could be safely distributed to our drivers through all terminals and yards."

Sometimes, it's a matter of thinking out of the box – or the bottle, in this case. Given the difficulty of obtaining hand sanitizer, the company ordered several containers of bulk hand sanitizer and found a local manufacturer of empty reusable bottles, notes Wiebe. "Bison employees equipped with turkey basters filled thousands of small bottles that could be distributed to drivers along with face masks and disposable gloves."

Bison's shops also stepped up their cleaning processes in a big way by sanitizing each truck three times – before it comes in, when it leaves, and then a thorough sanitation in the wash bay. The company purchased three electrostatic sprayers that are used to fully sanitize each truck cab that leaves the wash bay. In addition, all employees who have been away from a terminal due to any form of illness are temperature-tested with a touchless thermometer prior to re-entry (each terminal is equipped with a thermometer).

The company has also shifted its driver recruiting marketing efforts to a Driver Appreciation campaign with this microsite as the central hub: <https://info.bisontransport.com/herosearch>. "We have received strong engagement from this campaign, including hundreds of drivers applying to work at Bison after seeing this content," says Wiebe.

A heroes' welcome.

—Joel Wiebe, Marketing Manager, Bison Transport



KEEPING “HIGHWAY HEROES” SAFE



As an essential grocery transportation provider, Wilson Truck Lines faced the challenge of keeping products moving uninterrupted while ensuring the safety of its people during the COVID-19 pandemic.

The company's leadership team quickly realized that this mission boiled down to a single focus: Keep our drivers safe! If the company were to keep its customers' shelves filled and its associates employed, it needed to keep its approximately 225 drivers – both company and owner-operators – out of harm's way while enabling them to do all the tasks required.

Fortunately, Wilson's had already invested in advanced technology to help make this possible, including remote dispatching, and GPS-enabled communications devices in each tractor.

“Whatever it would take was what we needed to do,” says James Wilson, Jr., the fourth generation to lead the company. “The solution was to prevent person-to-person interaction for all drivers, by delivering a plan that all but eliminated the need for drivers to leave their tractors,” he explains. When making deliveries, drivers exit their tractors only to leave the paperwork at the receiving door and retrieve the signed bill, without having to interact with anyone.

Before it implemented the plan, Wilson's secured the permission of its customers, as they, too, would have to change their protocols at the point of delivery. They agreed without hesitation, realizing it was in everyone's best interest.

In another company safety initiative, drivers no longer have to get out of their trucks at the security gate to receive paperwork when entering the yards. Instead, Wilson's people are there to act as intermediaries, to retrieve the paperwork and hand it to the driver in his truck.

At the end of their shift, when drivers return to finalize the day's paperwork, they do so in a dedicated isolation room, which only one driver at a time may enter. Within the room are sanitizer, fresh gloves and masks, as well as any information updates relating to the pandemic for drivers to take back to the safety of their homes and review with their families.

Drivers have embraced the new safety measures and take great pride in the critical role they continue to play. “We are in the midst of a world-altering event, but I must say, I am flattered to be referred to as a hero!” says driver John Ford. “As a professional truck driver, my responsibilities to the food supply chain haven't changed. I've always taken my job seriously and am proud of my contributions. Driving has always been demanding and critical to keeping the shelves full of food for society. As a group at Wilson's, we have a higher purpose than just doing a job. We bring food to families every day! And we're proud to be recognized as such.”



KEEPING SUPPLY-CHAIN HEROES SAFE

While drivers may be the most visible link in the supply chain during the COVID-19 pandemic, there is a whole support team working behind the scenes at Walmart Canada to keep the trucks rolling, the store shelves filled, and the supply lines flowing.

Walmart Canada moved a record-breaking volume of more than 84 million cases in March alone. “That would not have been possible without the associates in our distribution centres across the country,” says Francis Lalonde, Walmart Canada’s vice-president of transportation.

The pandemic has forced the retailer to change its way of working and adjust its operations to support the Canadian population while keeping all its associates safe.

The focus at Walmart Canada has always been on safety, but since the pandemic, many additional measures have been implemented, says Lalonde. For drivers, these include deep cleaning of cabs, temperature checks at shift start, new procedures to reinforce social distancing, paperless transactions whenever possible, and additional Personal Protective Equipment (PPE) – sanitizers, wipes, gloves, and masks – in all trucks.

“Keeping our associates safe is of utmost importance to us, and we’ve implemented several measures to do just that,” says Ken Henderson, Walmart Canada’s vice-president of distribution for Central and Eastern Canada. For example, temperature checks at shift start-up, floor markers throughout the DCs enforce social distancing, increased sanitation stations and more frequent deep cleans in its facilities. “We’ve rotated our break schedules and our lunch schedules to ensure we’re minimizing the number of associates in common areas,” adds Henderson. “We have also increased PPE availability making both masks and gloves available for all our logistics and fleet associates.”

Lalonde has high praise for the willingness of Walmart associates to step up to serve Canadians in the face of this crisis: “On behalf of myself and Walmart Canada, a major thank-you to all the truck drivers across Canada and also all the transportation-supporting functions, such as dispatchers and team leaders, who are in the front lines every day.”





TRAILCON TECHNICIANS HELP KEEP TRAILERS ON THE ROAD



With truck drivers transporting everything from groceries to life-saving medical equipment, it is critical to keep the trailers that carry all those essential products on the road.

That's where Trailcon Leasing comes in.

While truck drivers have been rightfully hailed as heroes during the pandemic, not to be forgotten are the mechanics who maintain the trucks and trailers.

After all, if Trailcon's technicians and mobile mechanics couldn't continue to service our customers' trailers, stores would suffer a shortage on their shelves.

Trailcon is taking precautions to keep all its staff and partners safe. These measures include Personal Protective Equipment (PPE) in every mobile truck, as well as the use of tablet technology to complete work orders and invoicing in order to maintain social distancing and avoid any unnecessary contact. We have also installed thermal body temperature units at all of our offices to scan every person who enters, along with hand sanitization stations and social distancing stickers throughout each department. While the offices remain closed to visitors, drivers are always welcome to come in for a washroom break, or a hot cup of coffee upon arrival. While most of our office staff are working from home, approximately 30 per cent of them remain in the office, where social distancing can be maintained.

Trailcon's business has remained steady during the pandemic due to customers who focus on items such as food and medicine. Our Customer Response Centre at 855-ROAD-RPR remains open 24/7/365 to ensure that we continue to not only meet, but exceed, our customers' expectations, always keeping health and safety top of mind.

Stacey Carroll, Marketing Manager, Trailcon Leasing Inc.





CANADIAN TIRE KEEPS COMMUNITY COMMITMENT DURING PANDEMIC



Before the COVID-19 pandemic struck, certain aspects of how we used to work looked different than they do now, but a company's true values take over at a time like this. For us, that still means being there for life in Canada – no matter what life looks like. The work we are doing and the contributions we are making will be written into our history and remain part of our legacy. At the onset of the pandemic, our “normal” shifted to make way for things like stepping up for frontline healthcare workers, hospitals, and short- and long-term care facilities in need.

Canadian Tire Corporation and its network of Associate Dealers collaborated to devise a response that would help communities navigate through the challenges of the pandemic. On April 9, the Corporation deployed a \$5-million Canadian Tire COVID-19 Response Fund. A \$1-million donation each was made to the Canadian Red Cross and United Way Centraide Canada, and \$3 million has gone to sourcing, supplying, and delivering PPE and essential products to support frontline healthcare and community workers across the country.

We have relied heavily on our transportation network to deliver these essential supplies. Whether it be with our own fleet or with partner carriers, the organization depends on the Transportation team's agility and rapid responsiveness. We have managed a quick shift in our typical business practices with the sudden closure of many of our retail locations and reliance on the emerging e-commerce trend. This has forced the group to find creative solutions to support the evolving needs of our customers and communities.

As of April 4, 2020, Canadian Tire Corporation had donated over 400,000 masks, close to 2,500 cleaning supplies, and more than 10,000 sets of scrubs from coast to coast. A Canadian Tire store in Langley, B.C., sourced and donated an incredible 100,000 surgical masks and 1,200 N95 masks to the Langley Memorial Hospital. In High River, Alta., a Canadian Tire store donated a refuge shelter, along with pails, tables, chairs, hand sanitizer, and disinfectant wipes, used to build a drive-through COVID-19 testing station. Canadian Tire Corporation also donated 30,000 masks to SafeCare BC, a non-profit association working to ensure injury-free, safe working conditions for continuing care workers in British Columbia.

In Ontario, Canadian Tire Retail and Mark's joined forces to help York Region's Participation House, a long-term care facility for people with disabilities, by supplying them with essential items, including 1,000 protective masks and 130 pairs of scrubs. In Bowmanville, Canadian Tire donated 10,000 masks, hand sanitizer, disinfecting wipes and cleansers to the Bowmanville Hospital, Durham Regional Police, a women's shelter, and local firefighters and paramedics. A Canadian Tire Associate Dealer in Ottawa donated 80,000 masks to the Children's Hospital of Eastern Ontario (CHEO), and we're working on fulfilling hundreds more donation requests.

As you can see, our “normal” is a bit different right now. Our tremendous network has come together to meet new goals set out during these challenging times, but our values and commitments remain unchanged. And that is to serve and step up for our communities in Canada.

The Canadian Tire Transportation team's ability to react and move goods at a moment's notice is a critical capability that is needed during these unprecedented times. It is a pleasure to be a part of a team that is so willing to do what it can, day in and day out, during this time of change.

For more information about the Canadian Tire COVID-19 Response Fund, please visit corp.canadiantire.ca.



Gary Fast

*Vice President of Transportation,
Canadian Tire Corporation*





SIGNS OF SUPPORT



#conquercovid19

Like most business owners, Motive Media's President Kathy Cartan was uncertain about how her business was going to proceed during the COVID-19 pandemic. Motive Media, a large format digital imaging company that supplies many transportation companies with fleet graphics, lost many orders overnight in mid-March when the situation started intensifying. Motive Media quickly developed a customizable COVID-19 Safety Solution Collection of signs, floor markings, barriers and decals to help their clients adjust to the new guidelines put in place to help stop the spread. They also continue to supply graphics to many healthcare facilities, but Kathy and her team knew they needed to do more to help.

Motive Media has always had a philanthropic streak. Giving back to the communities at large has always been a part of Motive's mission. Kathy had heard about the organization Conquer Covid 19 (www.conquercovid19.ca) through her clients at Canadian Tire and knew that helping them was one of the ways Motive Media could contribute. Conquer Covid 19's mission is to facilitate the access of crucial PPE and other essential equipment to the amazing medical workers who are in the frontlines of this battle against COVID-19. Canadian Tire had donated a straight truck load of PPE and other

essential items to the cause and required door decals on the rented straight truck in 24 hours. Kathy jumped into action and installed the logos herself on Saturday, April 11th but this gave her an idea. Using materials that Motive Media already had on hand in their shop, they created lawn signs for the general public to be able to place on their lawns (featuring the hashtag #ConquerCovid19) to help show their support for frontline workers everywhere. The signs are being sold for \$20 and all profits from these signs (\$10+ per sign) will go directly to Conquer Covid 19. At the time of publication, Motive Media has sold close to 200 signs, resulting in a donation of \$2000 to Conquer Covid 19.

Signs will be available as long as there is demand, so contact Motive Media at 905-696-9911 or www.motivemedia.ca to order yours today!

Holly Douglass, Motive Media





IN PRAISE OF OUR UNSUNG HEROES



TRANSCORE
LinkLogistics

Bad news sells, whatever the media, and there is certainly no shortage of grim headlines due to COVID-19 these days: increasing number of cases, death tolls, shutdowns, job losses, economic damages for the foreseeable future – the list goes on. All this bad news takes a toll on us.

So please take a moment and think about someone who did something nice for you. Whether it's someone who paid you a compliment, a friend who remembered your birthday, someone who helped you out of a jam, or something much bigger that required an investment of time or money, it shouldn't be something that you take for granted.

Sometimes it may not even be anyone directly connected to you; someone simply takes the initiative and dedicates his or her time and efforts in helping people during this crisis. It may be going way above and beyond the call of duty with what they signed up for in their career. These are the unsung heroes who deserve the utmost gratitude that they seldom get.

When we think about truck drivers, I would hope that most of us think of driving as an honorable profession – dedicated workers delivering goods to retailers around the nation to ensure our shelves are stocked. How many of us really thought about that, though? How much recognition and thanks did they get before this crisis? I'm sure it wasn't anywhere near what they deserved.

We've all now had a glimpse of what life would be like without our unsung heroes. Could you ever have imagined going to your local grocery store and lining up only to find products not available? I remember as a kid hearing about Russia having long lines for bread in the late '80s and couldn't understand it. Who would have thought that I'd be having those same baffled thoughts about toilet paper here in Canada decades later? Empty shelves due to hoarding and survival-of-the-fittest instincts in humanity. Fortunately, because of these drivers and other hard-working individuals, that undesirable frenzy was short-lived. Noise bylaws and HOS restrictions were lifted, and these great people worked tirelessly throughout the nights, risking their well-being and missing their families to ensure that we had our necessities. You may think they are driving to make money and provide for their families. They are actually the ones providing for all of us.

I am pretty sure that the majority of these hard-working men and women didn't get much, if any, recognition or thanks before now. It takes missing something to fully appreciate what you have and how you got it. I believe and hope that the world understands now. It brings a smile to my face to see my elderly neighbour posting #ThankATrucker on her Facebook page. COVID-19 is devastating. It's unfortunate that it took a worldwide pandemic to make people realize who our true heroes and providers are.

***Claudia Milicevic**, senior director & general manager, TransCore Link Logistics*

OTA-CTA MESSAGE ON COVID-19 CRISIS



Ontario
Trucking
Association



Canadian Trucking Alliance
Alliance Canadienne du Camionnage



Stephen Laskowski

President, Canadian Trucking Alliance and
Ontario Trucking Association



Scott Smith

Chairman, CTA, and president of
JD Smith & Sons



David Carruth

Chairman, OTA, and CEO of
ONE for Freight

It's been only two months since COVID-19 grabbed the full-time attention of our country, but it feels like a lifetime ago. There was surely some genuine anxiety back in March when it started to become clear this pandemic was not just an Asian-European crisis, but one that was on the verge of sweeping North America as well. If just for a brief moment in those uncertain early days, it looked like there would be a real possibility many of us would spend weeks or months without certain food products and household items like toilet paper. You'd be forgiven if you admitted to making at least one Walking Dead reference when the media sensationalized isolated incidents of panic buying and mass hoarding.

Surely, by now, we've all noticed that grocery store shelves are staying filled and other than, perhaps, hand sanitizer and sporadic availability of disinfecting wipes, many essential products are reappearing pretty much overnight. Really, for a society fighting a pandemic, we have plenty of just about everything. The apocalypse will have to wait.

And we all know why that is: Because the hard-working women and

men who drive truck for a living have dutifully answered the call, even at their own risk, to continue delivering the essential products and food Canadians desperately need right now.

Perhaps for truly the first time in our lives, we all got an alarming glimpse in those first anxious weeks just how fragile the line between chaos and civility can be. And it became pretty clear that it's the supply chain – with trucking at its core – that keeps that fine line intact.

Listing everything moved between suppliers, manufacturers and retailers by trucks would exhaust everyone's attention. So, for simplicity's sake – as the saying goes – if you got it, a truck brought it. Those life-saving medical supplies we're all reading about? Trucked. Parts for new ventilators? You got it. They rolled in on big wheels.

The country has taken notice. Although truck drivers deserve our collective respect all year-round, it's nonetheless heartwarming to see the outpouring of appreciation from the general public and the country's leading politicians. The #ThankaTrucker social media

campaign – launched by the Canadian Trucking Alliance (CTA) at the dawn of the crisis – quickly grabbed the attention of key decision-makers and influencers, like Prime Minister Trudeau, Ontario Premier Ford and St. Louis Blues goalie Jake Allen, who were among those who used their highly trafficked social media platforms to send truck drivers words of appreciation and encouragement.

As the national and provincial voice of the industry, we at CTA and the Ontario Trucking Association had an immediate and primary responsibility to also protect all truck drivers. In the hours after Canada and the U.S. closed the border to all travel except essential services, CTA and all the provincial associations sprang into action to mitigate mass confusion and ensure truck drivers wouldn't get stuck at the border as officials grappled with the new binational order. Other than a few isolated incidents of misinterpretation, commercial traffic continued to flow reasonably well back and forth between the two largest trading partners. Since then, there have been various policy updates to travel at the border and at home – including intra-provincial checkpoints – and both OTA and CTA stepped up to ensure none of it would negatively impact drivers.

When reports emerged that some insurance providers were voiding medical coverage for truck drivers crossing the border, both associations rallied the insurance sector and obtained commitments from the Canadian Life & Health Insurance Association and a handful of other independent providers that they would not abandon truck drivers during the crisis. At the same time, both associations were ensuring that expired plates and licenses would be managed by provinces and states in a reasonable manner. The Province of Ontario stepped up significantly for our sector in this regard.

While, for the most part, our industry's supply chain partners were grateful to their transportation partners and behaved honourably during the crisis, there were several who disrespected and shunned drivers, insisting they stay in their trucks. Bathrooms were off limits.

As we publicized this bad behaviour, driver mistreatment became – perhaps for the first time ever – a national story. Minister Garneau and Minister Mulroney took action to defend our sector, and the public responded.

As the days and weeks passed, drivers found it increasingly difficult to find safe rest areas and food service providers to serve them while on the road. Both OTA and CTA engaged Restaurants Canada and received commitments from some of the largest franchises that systems would be put in place to accommodate truck drivers, curbside. Since then, a host of smaller chains and restaurants have followed suit. While food is easier to come by, the price is soaring. CTA is currently discussing with the Government of Canada the possibility of providing drivers relief by increasing the meal allowance.

At the same time, carriers are suffering as well. While they answered the call to service Canadians, it came at a cost. To maintain operations during this critical time, carrier companies are reporting a 200-percent increase in “empty miles” (the condition when trucks are travelling, but not generating any payload revenue); nearly two-thirds of fleets indicate their customers are pushing for payment deferrals or simply not paying the trucking company at all. Simply put, several trucking companies say they are quickly approaching the ledge of a perilous “freight cliff” – which, if true, could put the supply chain at risk. Ottawa so far has introduced several well-designed measures to support the Canadian economy through the COVID-19 crisis, but more must be done and specific measures are required for businesses like trucking that find themselves in a unique circumstance during these uncertain times.

Now is the time to pay back the dedicated workers who chose to drive so Canadians didn't have to – and for the supply chain and all sectors of the transportation system to come together to keep Ontario and the rest of Canada moving.



TOWN OF CHATSWORTH GIVES BACK



Kelli Saunders, agency president, Morai Logistics, Inc.



Chatsworth, Ontario, located on the corners of Hwy. 6 and Hwy. 10, has given back to our drivers! Situated just south of Owen Sound, the Township of Chatsworth is in the centre of scenic Grey County, just a short two-hour drive from the GTA and other major cities.

Township Council and staff wondered how they could give back to truckers – even in a small way – during the COVID-19 pandemic. Jamie Morgan, operations manager for the Township of Chatsworth, shared his thoughts with Kelli Saunders, Toronto Transportation Club past president 2010.

“COVID-19 is a concern for all of us,” said Morgan. “We really wanted to give back to the drivers who are working hard right now. Our community is great and cares about people. Our way was to supply porta potties on a large parking area, making it convenient for drivers to pull in and turn around. We also put out large signs to direct drivers to a spot where they could simply come to use a clean facility.”

Wilton Sanitation of Flesherton supplied the porta potties, said Morgan.

It may sound like a little thing, but we’ve all been there. When you have to go... you have to go!

Well done, Chatsworth! On behalf of all drivers and those of us in supply chain, thank you!



Everyone Depends on Someone in Transportation

“Someone...”

Someone picks product from a rack and puts it on a pallet, shrink wraps, tapes, and labels it.

Someone has built that pallet, sold the racking, sold the shrink wrap, and written software that prints the label.

Someone drives a forklift, picks up that pallet, and loads it on a trailer or container.

Someone does maintenance on, leases, rents, or sells that forklift.

Someone does maintenance on, leases, rents, or sells that trailer or container.

Someone has built that trailer, those dock pads, those tires, those brakes, those bumpers.

Someone drives a tractor to pick up the trailer or container.

Someone has built, sold, leased, rented, maintained, fueled, and insured that tractor and driver.

Someone has hired, trained, and possibly placed that driver.

Someone will take that freight to a distribution centre, a retail store, a manufacturing plant, a railyard, or possibly an airport.

Someone at many levels organizes these transactions.

Someone in transportation constantly depends on Someone in transportation.

In these critical, challenging times:

Someone is restocking the front lines.

Someone is on the frontlines.

Someone is keeping the economy moving.

Someone is struggling with personal and business challenges of isolation.

Someone is moving product to feed families.

Someone is moving product to build temporary ICUs and supply PPE.

Someone is being respectful of distance.

Someone is trying to help Canadians flatten the curve.

Someone is trying to figure out the new normal.

Someone is a member of the Toronto Transportation Club.

#ttcaplaudingeachother

—Tim Roulston, director, sales, consumer product supply chain,
domestic intermodal sales and marketing, CN

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