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An Incredibly important aspects from 2021 for the developments of the industry

Over the previous year, the trucking sector has seen a lot of changes in terms of operations and market space around the world. The Canadian trucking industry has also had bumps in the road, affecting production and development across the country. There were several factors that had an impact on the industry's operation. As we are close to kicking start the year 2022, here is the transforming trends outlook that would change the structure of the trucking industry. Industries are experiencing prompt development because of the incredible solicitation of technology that is everywhere around now. Let's begin with the blog with trends that are likely to appear in the approaching year:

Operations: Many trucking companies have closed as a result of difficult market conditions, prolonging the truckers' jobless. Approximately 3000+ drivers, trucking staff workers, and others linked with various large and small trucking enterprises have already lost their jobs due to a lack of goods movement.

Innovation: Every organisation has had to adapt their policies, client dealings, operations, and administration as a result of technological changes. Because of the internet, everyone now approaches business according to their needs. Trucking firms are more concerned with maintaining a company culture that adheres to rules in all areas.

Statistics: Incredibly important aspects from 2021 for the developments of the trucking companies:

1. Canada currently stands among the top strongest GDP countries in the trucking industry.
2. The Canadian 5.9% of the jobs are related to trucking companies.
3. Walmart is the top hiring company for truckers with an accumulative of 8,600.
4. Trucks carried around 11 billion tons of goods across Canada.
5. 70% of the goods transportation is done through the trucking companies.
6. 40% of the jobs are for minorities that is incredible.
7. At least 900,000 people are associated with grocery stores that are dependent upon truck drivers.
8. 100,000 miles every single year is covered by trucks.

We wish you all the very best in the year 2022.

Drive safe, Stay safe!



Naveen Nav

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ਪਿਛਲੇ ਸਾਲ ਟਰੱਕਿੰਗ ਸੈਕਟਰ ਨੂੰ ਆਪਰੇਸ਼ਨਜ਼ ਤੇ ਦੁਨੀਆ ਭਰ ਵਿੱਚ ਮਾਰਕਿਟ ਸਪੇਸ ਦੇ ਲਿਹਾਜ਼ ਨਾਲ ਕਈ ਤਬਦੀਲੀਆਂ ਵੇਖਣ ਨੂੰ ਮਿਲੀਆਂ। ਕੈਨੇਡੀਅਨ ਟਰੱਕਿੰਗ ਇੰਡਸਟਰੀ ਨੂੰ ਕਈ ਤਰ੍ਹਾਂ ਦੇ ਅੜਿੱਕਿਆਂ ਦਾ ਵੀ ਸਾਹਮਣਾ ਕਰਨਾ ਪਿਆ। ਜਿਨ੍ਹਾਂ ਕਾਰਨ ਦੇਸ਼ ਭਰ ਵਿੱਚ ਉਤਪਾਦਨ ਤੇ ਡਿਵੈਲਪਮੈਂਟ ਉੱਤੇ ਕਾਫੀ ਪ੍ਰਭਾਵ ਪਿਆ। ਕਈ ਤਰ੍ਹਾਂ ਦੇ ਕਾਰਕਾਂ ਦਾ ਇੰਡਸਟਰੀ ਦੇ ਕੰਮਕਾਜ ਉੱਤੇ ਅਸਰ ਪਿਆ। ਹੁਣ ਜਦੋਂ ਅਸੀਂ ਸਾਲ 2022 ਦੀ ਸ਼ੁਰੂਆਤ ਕਰਨ ਜਾ ਰਹੇ ਹਾਂ, ਇੱਕ ਨਜ਼ਰ ਉਨ੍ਹਾਂ ਰੁਝਾਨਾਂ ਉੱਤੇ ਵੀ ਮਾਰ ਲੈਂਦੇ ਹਾਂ ਜਿਨ੍ਹਾਂ ਕਾਰਨ ਟਰੱਕਿੰਗ ਇੰਡਸਟਰੀ ਦਾ ਢਾਂਚਾ ਹੀ ਬਦਲ ਸਕਦਾ ਹੈ। ਇੰਡਸਟਰੀ ਵਿੱਚ ਤੇਜ਼ੀ ਨਾਲ ਡਿਵੈਲਪਮੈਂਟ ਹੋ ਰਹੀ ਹੈ ਕਿਉਂਕਿ ਹੁਣ ਚਾਰ ਚੁਦੇ ਕਮਾਲ ਦੀ ਤਕਨਾਲੋਜੀ ਦਾ ਦਬਦਬਾ ਹੈ। ਆਉ ਉਨ੍ਹਾਂ ਰੁਝਾਨਾਂ ਨਾਲ ਬਲਾਗ ਦੀ ਸ਼ੁਰੂਆਤ ਕਰੀਏ ਜਿਹੜੇ ਆਉਣ ਵਾਲੇ ਸਾਲ ਵਿੱਚ ਸਾਡੇ ਸਾਹਮਣੇ ਹੋਣਗੇ :

ਆਪਰੇਸ਼ਨਜ਼: ਮਾਰਕਿਟ ਦੇ ਤੇਜ਼ੀ ਨਾਲ ਵਿਗੜ ਰਹੇ ਹਾਲਾਤ ਕਾਰਨ ਕਈ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਬੰਦ ਹੋ ਚੁੱਕੀਆਂ ਹਨ, ਜਿਸ ਕਾਰਨ ਟਰੱਕਰਜ਼ ਬੇਰੋਜ਼ਗਾਰ ਹੋ ਗਏ ਹਨ। ਵਸਤਾਂ ਦੀ ਢੇਆ ਢੁਆਈ ਵਿੱਚ ਕਮੀ ਆਉਣ ਕਾਰਨ ਅੰਦਾਜ਼ਨ 3000+ ਡਰਾਈਵਰ, ਟਰੱਕਿੰਗ ਸਟਾਫ ਵਰਕਰਜ਼, ਤੇ ਵੱਡੇ ਤੇ ਨਿੱਕੇ ਟਰੱਕਿੰਗ ਕਾਰੋਬਾਰਾਂ ਨਾਲ ਜੁੜੇ ਕਈ ਹੋਰ ਕਾਮੇ ਆਪਣੀਆਂ ਨੈਕਰੀਆਂ ਗੁਆ ਚੁੱਕੇ ਹਨ।

ਨਿਵੇਕਲਾਪਣ: ਤਕਨਾਲੋਜੀ ਵਿੱਚ ਬਦਲਾਵ ਆਉਣ ਨਾਲ ਹਰ ਆਰਗੇਨਾਈਜ਼ੇਸ਼ਨ ਨੂੰ ਆਪਣੀਆਂ ਨਵੀਆਂ ਨੀਤੀਆਂ, ਕਲਾਇੰਟਸ ਨਾਲ ਡੀਲਿੰਗਜ਼, ਆਪਰੇਸ਼ਨਜ਼ ਤੇ ਪ੍ਰਸ਼ਾਸਕੀ ਤਬਦੀਲੀਆਂ ਅਪਨਾਉਣੀਆਂ ਪੈਂਦੀਆਂ ਹਨ। ਇੰਟਰਨੈੱਟ ਕਾਰਨ ਹਰ ਕੋਈ ਆਪਣੀ ਲੋੜ ਮੁਤਾਬਕ ਹੁਣ ਬਿਜ਼ਨਸ ਨੂੰ ਅੱਗੇ ਵਧਾਉਣਾ ਚਾਹੁੰਦਾ ਹੈ। ਟਰੱਕਿੰਗ ਫਰਮਾਂ ਹੁਣ ਕੰਪਨੀ ਕਲਚਰ, ਜਿੱਥੇ ਸਾਰੇ ਏਰੀਆਜ਼ ਵਿੱਚ ਨਿਯਮਾਂ ਦਾ ਵੱਧ ਤੋਂ ਵੱਧ ਪਾਲਣ ਹੋਵੇ, ਮੈਨਟੇਨ ਕਰਨ ਪ੍ਰਤੀ ਵਧੇਰੇ ਚਿੰਤਤ ਹਨ।

ਸਟੈਟਿਸਟਿਕਸ: ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਦੇ ਵਿਕਾਸ ਲਈ 2021 ਤੋਂ ਬੇਹੱਦ ਅਹਿਮ ਪੱਖ :

1. ਟਰੱਕਿੰਗ ਇੰਡਸਟਰੀ ਵਿੱਚ ਸ਼ਾਮਲ ਦੇਸ਼ਾਂ ਵਿੱਚ ਕੈਨੇਡਾ ਜੀਡੀਪੀ ਦੇ ਮਾਮਲੇ ਵਿੱਚ ਸੱਭ ਤੋਂ ਮਜ਼ਬੂਤ ਸਥਾਨ ਰੱਖਦਾ ਹੈ
2. ਕੈਨੇਡਾ ਵਿੱਚ 5.9 ਫੀ ਸਦੀ ਜੋਬਜ਼ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਨਾਲ ਜੁੜੀਆਂ ਹੋਈਆਂ ਹਨ।
3. ਸੰਚਤ 8,600 ਨਾਲ ਵਾਲਮਾਰਟ ਟਰੱਕਰਜ਼ ਲਈ ਸੱਭ ਤੋਂ ਵੱਧ ਕੰਮ ਦੇਣ ਵਾਲੀ ਕੰਪਨੀ ਹੈ।
4. ਕੈਨੇਡਾ ਵਿੱਚ ਟਰੱਕ 11 ਬਿਲੀਅਨ ਟਨ ਵਸਤਾਂ ਦੀ ਢੇਆ ਢੁਆਈ ਕਰਦੇ ਹਨ।
5. 70 ਫੀ ਸਦੀ ਵਸਤਾਂ ਦੀ ਟਰਾਂਸਪੋਰਟੇਸ਼ਨ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਰਾਹੀਂ ਹੁੰਦੀ ਹੈ।
6. 40 ਫੀ ਸਦੀ ਜੋਬਜ਼ ਘੱਟ ਗਿਣਤੀਆਂ ਲਈ ਹਨ, ਜੋ ਕਿ ਕਮਾਲ ਦੀ ਗੱਲ ਹੈ।
7. ਘੱਟੋ ਘੱਟ 900,000 ਲੋਕ, ਜਿਹੜੇ ਗਰੋਸਰੀ ਸਟੋਰਜ਼ ਨਾਲ ਜੁੜੇ ਹਨ, ਟਰੱਕ ਡਰਾਈਵਰਾਂ ਉੱਤੇ ਨਿਰਭਰ ਹਨ।
8. ਹਰ ਸਾਲ 100,000 ਮੀਲ ਟਰੱਕ ਡਰਾਈਵਰਾਂ ਵੱਲੋਂ ਕਵਰ ਕੀਤੇ ਜਾਂਦੇ ਹਨ।

Thank you
Naveen Nav



CLASS 8 TRUCK PURCHASING DELAYS

Among many other things, 2021 saw a lot of attention on the delays in OEMs to deliver brand- new Class 8 trucks to market. Supply chain issues and shortages of chips have been labelled the biggest reasons why these delays have been building over the course of the past year.

Carriers have felt the squeeze this year in more ways than one. While it appears as though freight is strong, shortages of drivers have been troubling many carriers and there is no end in sight to this problem. However, equipment delays have created an even more tumultuous time for carriers, many of whom have to reconsider their strategies to vehicle replacement cycles.

Passenger cars and other vehicles have also experienced similar problems. Throughout the world, supply chains are still reacting to the events of the pandemic that occurred months ago, and while OEMs are surely keen to produce trucks as fast as they can, delays appear to be inevitable.

The used truck market is also being affected by the shortage of new vehicles. As some carriers are forced to delay the retirement of some of their fleet, used lots do not have the same selection as years before. In addition, the increases in emissions technology and electronic logging device rules in the USA and Canada have increased the value of some older, traditional trucks which allow their operators to avoid certain aspects of compliance.

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CITY OF HAMILTON DECLINES UPDATE TO TRUCK ROUTE MASTER PLAN; FURTHER CONSULTATIONS TO BE CONDUCTED

ਹੈਮਿਲਟਨ ਸਿਟੀ ਕਾਊਂਸਲ ਵੱਲੋਂ ਟਰੱਕ ਰੂਟ ਮਾਸਟਰ ਪਲੈਨ ਵਿੱਚ ਪ੍ਰਸਤਾਵਿਤ ਤਬਦੀਲੀਆਂ ਨੂੰ ਮਨਜ਼ੂਰੀ ਦੇਣ ਤੋਂ ਕੀਤਾ ਗਿਆ ਇਨਕਾਰ

Hamilton City Council has declined to endorse proposed changes to the city's revised truck route master plan which will now undergo further study and consultation before finalizing any proposed changes. A report with further results for consideration will likely be reviewed by the truck route subcommittee in March.

The rejected truck route master plan proposal would have prohibited trucks from travelling through the downtown core, as well as banning all trucks that are five axles or more from accessing certain parts of the truck route network while travelling in the city, with very few viable alternatives available.

In its delegation to city councillors and the subcommittee on Monday, OTA reiterated that these proposals would create increased costs and travel time for trucking companies and customers they service, at a time when the industry is dealing with rising costs, inflation, supply chain issues and significant labour shortages. The added miles would also create unnecessary GHG emissions, running counter to the environmental objectives of the city.

The increased costs and travel times would have been particularly harmful to trucking companies moving agricultural goods and their customer bases, a sector which is exceptionally vital to the economic prosperity of the Hamilton area.

OTA will continue to update members on any proposed changes to the truck route as more information becomes available.

ਹੈਮਿਲਟਨ ਸਿਟੀ ਕਾਊਂਸਲ ਵੱਲੋਂ ਸਿਟੀ ਦੇ ਰੀਵਾਈਜ਼ ਕੀਤੇ ਗਏ ਟਰੱਕ ਰੂਟ ਮਾਸਟਰ ਪਲੈਨ ਵਿੱਚ ਪ੍ਰਸਤਾਵਿਤ ਤਬਦੀਲੀਆਂ ਨੂੰ ਮਨਜ਼ੂਰੀ ਦੇਣ ਤੋਂ ਇਨਕਾਰ ਕਰ ਦਿੱਤਾ ਗਿਆ ਹੈ। ਹੁਣ ਕਿਸੇ ਵੀ ਤਰ੍ਹਾਂ ਦੀਆਂ ਪ੍ਰਸਤਾਵਿਤ ਤਬਦੀਲੀਆਂ ਨੂੰ ਫਾਈਨਲ ਕਰਨ ਤੋਂ ਪਹਿਲਾਂ ਇਸ ਪਲੈਨ ਉੱਤੇ ਅੱਗੇ ਹੋਰ ਅਧਿਐਨ ਤੇ ਸਲਾਹ ਮਸ਼ਵਰਾ ਕੀਤਾ ਜਾਵੇਗਾ। ਵਿਚਾਰ ਅਧੀਨ ਹੋਰਨਾਂ ਨਤੀਜਿਆਂ ਬਾਬਤ ਰਿਪੋਰਟ ਦਾ ਮੁਲਾਂਕਣ ਮਾਰਚ ਵਿੱਚ ਟਰੱਕ ਰੂਟ ਸਬਕਮੇਟੀ ਵੱਲੋਂ ਕੀਤਾ ਜਾਵੇਗਾ।

ਨਕਾਰੇ ਗਏ ਟਰੱਕ ਰੂਟ ਮਾਸਟਰ ਪਲੈਨ ਪ੍ਰਸਤਾਵ ਤਹਿਤ ਟਰੱਕਾਂ ਦੇ ਡਾਊਨਟਾਊਨ ਦੇ ਧੁਰ ਤੱਕ ਟਰੇਵਲ ਕਰਨ ਉੱਤੇ ਰੋਕ ਹੋਣੀ ਸੀ ਇਸ ਦੇ ਨਾਲ ਹੀ ਪੰਜ ਐਕਸਲਜ਼ ਵਾਲੇ ਜਾਂ ਇਸ ਤੋਂ ਵੱਧ ਵਾਲੇ ਸਾਰੇ ਟਰੱਕਾਂ ਦੇ ਸਿਟੀ ਵਿੱਚ ਟਰੇਵਲ ਕਰਦੇ ਸਮੇਂ ਟਰੱਕ ਰੂਟ ਨੈੱਟਵਰਕ ਦੇ ਕੁੱਝ ਹਿੱਸਿਆਂ ਦੀ ਵਰਤੋਂ ਕਰਨ ਉੱਤੇ ਵੀ ਰੋਕ ਹੋਣੀ ਸੀ ਤੇ ਇਸ ਦੇ ਨਾਲ ਹੀ ਉਨ੍ਹਾਂ ਲਈ ਕੁੱਝ ਕੁ ਬਦਲਵੇਂ ਰੂਟ ਉਪਲਬਧ ਹੋਣੇ ਸਨ।

ਬੀਤੇ ਦਿਨੀਂ ਸਿਟੀ ਕਾਊਂਸਲਰਜ਼ ਤੇ ਸਬਕਮੇਟੀ ਨੂੰ ਮਿਲੇ ਓਟੀਏ ਦੇ ਵਕਫ ਨੇ ਇਹ ਗੱਲ ਜ਼ੋਰ ਦੇ ਕੇ ਆਖੀ ਕਿ ਇਨ੍ਹਾਂ ਪ੍ਰਸਤਾਵਾਂ ਨਾਲ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਤੇ ਜਿਨ੍ਹਾਂ ਕਸਟਮਰਜ਼ ਨੂੰ ਉਹ ਸੇਵਾਵਾਂ ਦਿੰਦੀਆਂ ਹਨ, ਲਈ ਕੀਮਤ ਤੇ ਟਰੇਵਲ ਟਾਈਮ ਵਿੱਚ ਕਾਫੀ ਵਾਧਾ ਹੋ ਜਾਵੇਗਾ। ਇਹ ਵੀ ਉਸ ਸਮੇਂ ਜਦੋਂ ਇੰਡਸਟਰੀ ਪਹਿਲਾਂ ਹੀ ਵੱਧ ਰਹੀਆਂ ਕੀਮਤਾਂ, ਮਹਿੰਗਾਈ, ਸਪਲਾਈ ਚੇਨ ਦੇ ਮੁੱਦਿਆਂ ਤੇ ਲੇਬਰ ਦੀ ਘਾਟ ਨਾਲ ਜੂਝ ਰਹੀ ਹੈ। ਇਸ ਦੌਰਾਨ ਵਧੇ ਹੋਏ ਮੀਲਾਂ ਕਾਰਨ ਗ੍ਰੀਨ ਹਾਊਸ ਗੈਸਾਂ ਦੇ ਰਿਸਾਅ ਵਿੱਚ ਵੀ ਗੈਰ ਲੋੜੀਂਦਾ ਵਾਧਾ ਹੋਵੇਗਾ ਤੇ ਸਿਟੀ ਵੱਲੋਂ ਐਨਵਾਇਰਮੈਂਟ ਨੂੰ ਬਚਾਉਣ ਲਈ ਕੀਤੀਆਂ ਜਾ ਰਹੀਆਂ ਕੋਸ਼ਿਸ਼ਾਂ ਨੂੰ ਵੀ ਢਾਅ ਲੱਗੇਗੀ।

ਇਹ ਵੀ ਆਖਿਆ ਗਿਆ ਕਿ ਵਧੀਆਂ ਹੋਈਆਂ ਕੀਮਤਾਂ ਤੇ ਟਰੇਵਲ ਸਮੇਂ ਵਿੱਚ ਵਾਧਾ ਹੋਣ ਨਾਲ ਖੇਤੀਬਾੜੀ ਨਾਲ ਜੁੜੀਆਂ ਵਸਤਾਂ ਦੀ ਢੇਆ ਢੁਆਈ ਕਰਨ ਵਾਲੀਆਂ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਤੇ ਇਸ ਨਾਲ ਜੁੜੇ ਗਾਹਕਾਂ ਨੂੰ ਖਾਸਤੌਰ ਉੱਤੇ ਨੁਕਸਾਨ ਹੋਵੇਗਾ। ਇਹ ਸੈਕਟਰ ਹੈਮਿਲਟਨ ਏਰੀਆ ਦੀ ਆਰਥਿਕ ਖੁਸ਼ਹਾਲੀ ਲਈ ਕਾਫੀ ਅਹਿਮ ਹੈ। ਟਰੱਕ ਰੂਟ ਵਿੱਚ ਹੋਣ ਵਾਲੀਆਂ ਕਿਸੇ ਵੀ ਤਰ੍ਹਾਂ ਦੀਆਂ ਪ੍ਰਸਤਾਵਿਤ ਤਬਦੀਲੀਆਂ ਬਾਰੇ ਜਿਵੇਂ ਹੀ ਕੋਈ ਹੋਰ ਜਾਣਕਾਰੀ ਹਾਸਲ ਹੁੰਦੀ ਹੈ ਤਾਂ ਓਟੀਏ ਆਪਣੇ ਮੈਂਬਰਾਂ ਨੂੰ ਉਸ ਬਾਰੇ ਅਪਡੇਟ ਕਰਨਾ ਜਾਰੀ ਰੱਖੇਗੀ।



ELD CERTIFICATION UPDATE - TRANSPORT CANADA'S ELD LIST

There are nearly ten electronic logging devices (ELDs) certified for use by Transport Canada. Canada made ELDs mandatory for federally regulated carriers for June 12 of this year, but since Canada requires ELDs to be certified through a third-party firm and none were certified by that deadline, the enforcement deadline was impossible to enforce. Currently, the provinces have taken a staged approach to enforcement.

With less than ten ELDs now certified, though, the industry is likely wondering if any provinces expect this to be a sufficient number of certified ELDs for enforcement to be considered reasonable. It isn't known exactly how many ELD manufacturers are waiting for their products to be certified, so in a year or more there could be many more options for carriers to use to manage their hours of service compliance.

The Province of Manitoba has announced that they will begin issuing warnings to non-compliant carriers starting in December of 2021. This marks the first province to move towards an enforcement role beyond simple education, so carriers can expect to start receiving notice to install a compliant ELD in short order.

However, many more ELD manufacturers are waiting to have their devices certified and are currently unable to provide their existing customers with a good idea of when they will be through the queue. Those ELDs that are announced as certified in the coming months may have some catching up to do in terms of sales as carriers get nervous about looming enforcement penalties.



SPOTLIGHT ON THE DRIVER INC. SCAM: TORONTO STAR

In a [recent article](#) from the Toronto Star, unfair labour practices in Ontario's trucking industry have cost truck drivers enormous amounts of money in lost wages. Among other questionable labour practices, the Driver Inc. business model appears to be at the heart of the issue.

Driver Inc. is a business model where drivers are paid as contractors instead of company employees even though they do not own their trucks, have the ability to set their own work hours, or influence their conditions. The reason why the business model is so common is because it allows the company to avoid paying the higher taxes that would be required if the drivers were employees, all while retaining ownership over the trucks and control over the drivers.

True, independent owner-operator truck drivers own

their vehicles, have their own operating authorities, and operate their own businesses. Lease operators, by contrast, haul exclusively for a single company. But Driver Inc. operators don't pass the contractor test while still paying workers as such, a system which saves companies significant money in wages.

In Brampton, ON, wage disputes in the trucking industry have led to protests and intense legal battles, with drivers fighting companies and companies retaliating against their drivers. Industry associations, governments, and ethically-operated companies are searching for ways to combat Driver Inc. and other unfair labour practices, so perhaps the increased attention will focus enforcement efforts on those perpetrating the unethical practices.

ਈਐਲਡੀ ਸਬੰਧੀ ਨਿਯਮ ਨੂੰ ਲਾਗੂ ਕਰਨ ਲਈ ਪੜਾਅਵਾਰ ਪਹੁੰਚ ਆਪਣਾ ਰਹੇ ਹਨ ਪ੍ਰੋਵਿੰਸ

ਟਰਾਂਸਪੋਰਟ ਕੈਨੇਡਾ ਦੀ ਵਰਤੋਂ ਲਈ ਘੱਟੋ ਘੱਟ ਦਸ ਇਲੈਕਟ੍ਰੋਨਿਕ ਲਾਗਿੰਗ ਡਿਵਾਈਸਿਜ਼ (ਈਐਲਡੀਜ਼) ਸਰਟੀਫਾਈ ਕੀਤੀਆਂ ਗਈਆਂ ਹਨ।

ਕੈਨੇਡਾ ਨੇ ਫੈਡਰਲ ਪੱਧਰ ਉੱਤੇ ਨਿਯੰਤਰਣ ਪ੍ਰਾਪਤ ਕੈਰੀਅਰਜ਼ ਲਈ ਇਸ ਸਾਲ 12 ਜੂਨ ਤੋਂ ਈਐਲਡੀਜ਼ ਲਾਜ਼ਮੀ ਕਰ ਦਿੱਤੀਆਂ ਸਨ ਪਰ ਕਿਉਂਕਿ ਕੈਨੇਡਾ ਨੂੰ ਇਹ ਈਐਲਡੀਜ਼ ਕਿਸੇ ਥਰਡ ਪਾਰਟੀ ਫੋਰਮ ਤੋਂ ਮਾਨਤਾ ਪ੍ਰਾਪਤ ਚਾਹੀਦੀਆਂ ਹਨ ਤੇ ਇਨ੍ਹਾਂ ਵਿੱਚੋਂ ਕੋਈ ਵੀ ਮਿਥੀ ਹੋਈ ਡੈੱਡਲਾਈਨ ਤੱਕ ਮਾਨਤਾ ਪ੍ਰਾਪਤ ਨਹੀਂ ਸੀ। ਇਹ ਡੈੱਡਲਾਈਨ ਲਾਗੂ ਕਰਨਾ ਅਸੰਭਵ ਸੀ। ਇਸ ਸਮੇਂ ਇਸ ਨਿਯਮ ਨੂੰ ਲਾਗੂ ਕਰਨ ਲਈ ਪ੍ਰੋਵਿੰਸ ਵੱਲੋਂ ਪੜਾਅਵਾਰ ਪਹੁੰਚ ਆਪਣਾਈ ਜਾ ਰਹੀ ਹੈ।

ਹੁਣ ਤੱਕ ਸਿਰਫ ਦਸ ਈਐਲਡੀਜ਼ ਤੋਂ ਵੀ ਘੱਟ ਸਰਟੀਫਾਈ ਹੋਈਆਂ ਹਨ, ਫਿਰ ਵੀ ਇੰਡਸਟਰੀ ਇਹ ਪਤਾ ਲਾਉਣ ਦੀ ਕੋਸ਼ਿਸ਼ ਕਰ ਰਹੀ ਹੈ ਕਿ ਕੀ ਕੋਈ ਪ੍ਰੋਵਿੰਸ ਐਨੀਆਂ ਮਾਨਤਾ ਪ੍ਰਾਪਤ ਈਐਲਡੀ ਨੂੰ ਇਹ ਨਿਯਮ ਲਾਗੂ ਕਰਨ ਲਈ ਕਾਫੀ ਮੰਨਦਾ ਹੈ। ਅਜੇ ਤੱਕ ਇਹ ਪਤਾ ਨਹੀਂ ਲੱਗ ਸਕਿਆ ਹੈ ਕਿ ਕਿੰਨੇ ਈਐਲਡੀ ਨਿਰਮਾਤਾ ਆਪਣੇ ਪ੍ਰੋਡਕਟਸ ਨੂੰ ਸਰਟੀਫਾਈ ਕਰਨ ਲਈ ਉਡੀਕ ਕਰ ਰਹੇ ਹਨ, ਇਸ ਲਈ ਇੱਕ ਸਾਲ ਜਾਂ ਇਸ ਤੋਂ ਵੱਧ ਸਮੇਂ ਵਿੱਚ

ਕੈਰੀਅਰਜ਼ ਲਈ ਆਰਜ਼ ਆਫ ਸਰਵਿਸ ਦੀ ਪਾਲਣਾ ਲਈ ਕਈ ਹੋਰ ਬਦਲ ਵੀ ਉਪਲਬਧ ਹੋ ਸਕਦੇ ਹਨ।

ਮੈਨੀਟੋਬਾ ਪ੍ਰੋਵਿੰਸ ਨੇ ਐਲਾਨ ਕੀਤਾ ਹੈ ਕਿ ਉਹ ਨਿਯਮਾਂ ਦਾ ਪਾਲਣਾ ਨਾ ਕਰਨ ਵਾਲੇ ਕੈਰੀਅਰਜ਼ ਨੂੰ ਦਸੰਬਰ 2021 ਤੋਂ ਚੇਤਾਵਨੀ ਦੇਣੀ ਸ਼ੁਰੂ ਕਰ ਦੇਵੇਗਾ। ਅਜਿਹਾ ਕਰਨ ਵਾਲਾ ਇਹ ਪਹਿਲਾ ਪ੍ਰੋਵਿੰਸ ਹੈ ਜਿਹੜਾ ਸਾਧਾਰਣ ਸਿੱਖਿਆ ਤੋਂ ਅਗਾਂਹ ਜਾ ਕੇ ਨਿਯਮਾਂ ਨੂੰ ਲਾਗੂ ਕਰਨ ਲਈ ਕੁੱਝ ਠੋਸ ਕਰ ਰਿਹਾ ਹੈ, ਇਸ ਲਈ ਕੈਰੀਅਰਜ਼ ਨੂੰ ਜਲਦ ਹੀ ਈਐਲਡੀ ਇਨਸਟਾਲ ਕਰਨ ਲਈ ਨੋਟਿਸ ਮਿਲਣੇ ਸ਼ੁਰੂ ਹੋ ਸਕਦੇ ਹਨ ਤੇ ਉਹ ਇਸ ਲਈ ਤਿਆਰੀ ਕਰ ਲੈਣ।

ਇੱਥੇ ਦੱਸਣਾ ਬਣਦਾ ਹੈ ਕਿ ਕਈ ਹੋਰ ਈਐਲਡੀ ਨਿਰਮਾਤਾ ਆਪਣੀ ਡਿਵਾਈਸ ਨੂੰ ਸਰਟੀਫਾਈ ਕਰਵਾਉਣ ਦੀ ਉਡੀਕ ਕਰ ਰਹੇ ਹਨ ਤੇ ਉਹ ਇਸ ਸਮੇਂ ਆਪਣੇ ਮੌਜੂਦਾ ਕਸਟਮਰਜ਼ ਨੂੰ ਇਹ ਨਹੀਂ ਦੱਸ ਪਾ ਰਹੇ ਕਿ ਉਨ੍ਹਾਂ ਦੀ ਵਾਰੀ ਕਦੋਂ ਆਵੇਗੀ। ਆਉਣ ਵਾਲੇ ਮਹੀਨੇ ਵਿੱਚ ਜਿਹੜੀਆਂ ਈਐਲਡੀਜ਼ ਨੂੰ ਮਾਨਤਾ ਪ੍ਰਾਪਤ ਹੋਣ ਦਾ ਐਲਾਨ ਕੀਤਾ ਜਾਵੇਗਾ ਉਨ੍ਹਾਂ ਨੂੰ ਜਲਦ ਹੀ ਪੂਰੀ ਤਿਆਰੀ ਮੁਕੰਮਲ ਕਰਨੀ ਹੋਵੇਗੀ ਕਿਉਂਕਿ ਉਸ ਸਮੇਂ ਕੈਰੀਅਰਜ਼ ਜੁਰਮਾਨਿਆਂ ਦੀ ਲਟਕ ਰਹੀ ਤਲਵਾਰ ਕਾਰਨ ਬੈਂਚਲੇ ਹੋਣਗੇ ਤੇ ਜਲਦ ਤੋਂ ਜਲਦ ਈਐਲਡੀਜ਼ ਦੀ ਮੰਗ ਕਰਨਗੇ।

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BRITISH COLUMBIA AND COMMERCIAL VEHICLE ENFORCEMENT

Carriers operating in British Columbia should be prepared for strict enforcement of the rules governing commercial trucking operations.

With most routes into the Lower Mainland of the Province closed due to flooding and landslides, Highway 3 remains the only through option for carriers needing to drive between Kamloops and Vancouver, BC.

Highway 3 is a challenging and dangerous mountain road and it is seeing increased traffic volumes due to the closures of the other routes. Law enforcement in BC is well-aware of the challenges this route poses and the importance of it remaining open, so it should be no surprise that an Ontario-based carrier was recently prohibited from operating in BC due to the dangerous driving of one of its drivers.

In the above example, a truck was captured driving and passing dangerously on dashcam footage on a winding stretch of Highway 5A. Due to the importance of keeping all routes open for business, a careless driver could easily cause delays to Canada's supply chain by causing a road-closing accident.

Drivers and carriers operating in BC under these challenging conditions need to be driving and operating in a way that promotes safe, cautious driving. Not only are traffic volumes higher than normal, but there are few detour options available to service the Lower Mainland.

The RCMP and BC's Commercial Vehicle Safety Enforcement (CVSE) will be working hard to make sure those abusing the rules of the road are held accountable.

Atlantic Canada Moving Freight but Feeling the Pressure

The supply chain problems plaguing ports along North America's west coast have been all over the news. Ports in California, like the Port of Long Beach, have been working around the clock yet still see huge backlogs of waiting container ships. In Canada, the Port of Vancouver is facing a large backlog of container ships, a situation massively impacted by the BC flooding and highway closures which have crippled the area's ability to send freight inland.

In Halifax, NS, container ships haven't been backlogged to the same degree. This is good news for companies in the area and inland shippers and receivers who ship through eastern ports. However, while containers are moving, the downside is costs for shipping freight have increased dramatically.

According to an article by Global News, container shipping has increased in cost over five-fold for some shippers. Although such costs will have to be eventually passed on to consumers, shippers without the resources to cover the sudden increases in costs are finding it difficult to get their products to market.

As ports in some parts of the world turn into bottlenecks, supply chain pressures mount at areas where the bottlenecks don't appear as severe. Atlantic Canada may well feel this pressure increase with the holidays as repairs to BC's infrastructure to restore original capacity appear far away.



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Urea Shortages Impacting Diesel Exhaust Fluid Supplies

Modern diesel engines in North America and around the world require diesel exhaust fluid (DEF) to operate properly. The DEF, which contains urea, is injected into the exhaust and reduces the emissions from the vehicle. DEF was implemented by engine manufacturers as a solution to meet increasingly-stringent emission regulations, and has become a controversial and staple commodity of the trucking industry.

In order to force compliance with emission regulations, DEF-equipped vehicles typically have systems that, if there are problems detected with the emission system, force the operator to seek repairs by artificially reducing engine power. If the vehicle runs out of DEF, the engine will eventually stop running.

Unfortunately, DEF is in short supply in some parts of the world. In South Korea, urea imports from China have been impacted. The shortage is so worrisome that authorities in South Korea have decided to relax the enforcement of illegal emission system tampering that has allowed vehicles to operate without DEF.

While this may seem like a problem in a far-away place, North American trucking industry advocates have stated DEF-related shortages from Asia are resulting in vehicle parts and supply shortages that threaten supply chain resiliency. Due to the way modern diesel vehicles operate, it isn't just a fuel or driver shortage that can cause problems: emission control systems are vitally important for reliable operation and require expert technicians to properly diagnose and repair.

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VACCINATION BONUSES AMID PRESSURES FOR DRIVERS TO GET THE SHOT

In January, 2022, truck drivers will require complete COVID-19 vaccination to enter the USA from Canada to do their jobs; American drivers will also face the same requirements to enter Canada. This reciprocity means that, starting mid-January, cross-border truck drivers will require vaccination to continue to do their jobs.

Trucking companies are in a period of uncertainty as

it is not known how impactful the vaccination mandate will be. Some carriers are even offering large bonuses to drivers that go and get vaccinated ahead of the deadline. Even though the impact to driver labour won't be known until the mandate passes, carriers are worried it might impact their ability to service their customers.

Canada's trucking industry has been struggling through a labour shortage that predates the COVID-19 pandemic. While freight, in general, has boomed at times during COVID and demand for trucks is high, labour has become the limiting factor for many carriers. Anything that could potentially impact driver numbers draws strong criticism from many within the industry - and this includes the vaccination mandate.

Trucking industry associations which support vaccination are still calling upon governments to push the vaccine deadline ahead. Fears over supply chain interruptions are the top concern. Whether or not these fears are founded will not be known until after the mandate is upon us in early 2022.

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CTA Continues Lobbying Efforts on Border Vaccination Mandate as Domestic Exemption Comes Under Review

Industry News

The Canadian Trucking Alliance (CTA) continues to work diligently with the Government of Canada on the impacts of the January 15, 2022, border vaccination mandate as the current domestic exemption for federally regulated trucking companies continues with further discussion and consultation.

As previously outlined by CTA, the Alliance estimates that upwards of 12,000-22,000 drivers could leave the US-Canada market when the mandate is introduced; and that losing any more drivers will only further stress an already fragile supply chain unless the timing of the mandate is delayed.

CTA recently surveyed its members on the impact of this announcement on their driver population. Although many fleets reported a modest increase in their vaccination rates, many are still preparing for deductions in the 10%-20% range, and upwards of 20% in certain regions of the country.

Some general trends identified through CTA's outreach: as driver exit rates enter the 10% range, fleets will begin to deprioritize and even delist certain customers and certain lanes and; as driver exit rates move above 15%, the list of customers who won't be able to access service providers will expand.

There are also pockets of fleets throughout Canada with vaccine rates well below the 80-percent vaccination rate floor CTA members have reported. Vaccination rates below 80% would lead to significant service disruptions for customers who directly rely on such fleets or even connected to them through third-party logistics.

Many fleets responded that if their challenges in retaining drivers continues to be significant as the mandate approaches, they would first drop customers who they ship to infrequently, as well as smaller accounts, followed by freight that is more challenging to move or locations that aren't driver- or service

friendly.

As discussions around the border vaccination mandate continue to intensify, revisiting the current vaccination exemption for the federally regulated trucking sector would only further compound supply chain issues and the lack of available labour beyond truck drivers.

With a proposed vaccination mandate being introduced by Employment and Social Development Canada (ESDC), CTA estimates there are at least another 30,000 federally regulated drivers that do not cross the Canada-US border, who would be impacted by a domestic vaccination mandate, in addition to the upwards of 22,000 drivers impacted by the US-Canada border mandate.

The impact of a domestic mandate would not stop at just drivers. While many key positions in our sector have very high vaccination rates, other areas which are already suffering from shortages will also need some relief from a proposed mandate, including jobs like mechanics.

To further reinforce our sector's importance to the integrated supply chain and its impact on everyday consumers, CTA commissioned a public opinion poll in November through Nanos Research to gauge the general public's opinion on several key topics relating to the trucking industry. Consequently, 83% of Canadians reported they are concerned about supply-chain fragility and feel that it is becoming harder to get goods. In some parts of the country, this concern reached just shy of 90%, clearly demonstrating that Canadians are already aware of the challenges affecting the supply chain and the economy.

CTA will continue to work with the Government of Canada on both issues to ensure that these unique Canadian supply chain issues currently are well understood and CTA will remain at the table to find workable solutions that balance both public safety and the economic stability of our country.

ਆਰਥਿਕ ਸਥਿਰਤਾ ਨੂੰ ਬਰਕਰਾਰ ਰੱਖਣ ਲਈ ਸੀਟੀਏ ਵੈਕਸੀਨੇਸ਼ਨ ਤੋਂ ਛੋਟ ਦੇ ਮੁੱਦੇ ਉੱਤੇ ਸਰਕਾਰ ਨਾਲ ਜਾਰੀ ਰੱਖੇਗੀ ਗੱਲਬਾਤ

ਕੈਨੇਡੀਅਨ ਟਰੱਕਿੰਗ ਅਲਾਇੰਸ (ਸੀਟੀਏ) 15 ਜਨਵਰੀ, 2022 ਤੱਕ ਬਾਰਡਰ ਵੈਕਸੀਨੇਸ਼ਨ ਲਾਜ਼ਮੀ ਕਰਨ ਦੇ ਕੀਤੇ ਗਏ ਫੈਸਲੇ ਦੇ ਪੈਣ ਵਾਲੇ ਪ੍ਰਭਾਵਾਂ ਬਾਰੇ ਕੈਨੇਡਾ ਸਰਕਾਰ ਨੂੰ ਜਾਣੂ ਕਰਵਾਉਣ ਲਈ ਕੰਮ ਕਰਦਾ ਰਹੇਗਾ। ਇਸ ਦੇ ਨਾਲ ਹੀ ਫੈਡਰਲ ਪੱਧਰ ਉੱਤੇ ਨਿਯੰਤਰਿਤ ਟਰੱਕਿੰਗ ਕੰਪਨੀਆਂ ਨੂੰ ਘਰੇਲੂ ਪੱਧਰ ਉੱਤੇ ਇਸ ਲਾਜ਼ਮੀ ਟੀਕਾਕਰਣ ਤੋਂ ਮਿਲੀ ਛੋਟ ਅਗਲੇਰੀ ਗੱਲਬਾਤ ਤੇ ਸਲਾਹ ਮਸ਼ਵਰੇ ਨਾਲ ਜਾਰੀ ਰਹੇਗੀ।

ਸੀਟੀਏ ਵੱਲੋਂ ਪਹਿਲਾਂ ਹੀ ਚਿਤਵੀ ਰੂਪ ਰੇਖਾ ਅਨੁਸਾਰ ਗੱਲਬਾਤ ਦੇ ਅੰਦਾਜ਼ੇ ਮੁਤਾਬਕ ਜਦੋਂ ਇਹ ਟੀਕਾਕਰਣ ਲਾਜ਼ਮੀ ਕਰ ਦਿੱਤਾ ਗਿਆ ਤਾਂ 12,000 ਤੋਂ 22,000 ਡਰਾਈਵਰ ਅਮਰੀਕਾ-ਕੈਨੇਡਾ ਮਾਰਕਿਟ ਛੱਡ ਸਕਦਾ ਹੈ। ਇਸ ਨਾਜ਼ੁਕ ਸਮੇਂ ਹੋਰ ਡਰਾਈਵਰਾਂ ਤੋਂ ਹੱਥ ਧੋਣ ਦਾ ਮਤਲਬ ਹੋਵੇਗਾ ਪਹਿਲਾਂ ਤੋਂ ਹੀ ਨਾਜ਼ੁਕ ਦੌਰ ਵਿੱਚੋਂ ਲੰਘ ਰਹੀ ਸਪਲਾਈ ਚੇਨ ਨੂੰ ਹੋਰ ਨੁਕਸਾਨ ਪਹੁੰਚਾਉਣਾ। ਇਸ ਸਥਿਤੀ ਤੋਂ ਉੱਤੇ ਹੀ ਬਚਿਆ ਜਾ ਸਕਦਾ ਹੈ ਜਦੋਂ ਤੱਕ ਇਹ ਲਾਜ਼ਮੀ ਟੀਕਾਕਰਣ ਦੀ ਸ਼ਰਤ ਨੂੰ ਅੱਗੇ ਨਹੀਂ ਵਧਾ ਦਿੱਤਾ ਜਾਂਦਾ।

ਸੀਟੀਏ ਵੱਲੋਂ ਇਸ ਐਲਾਨ ਦੇ ਆਪਣੇ ਡਰਾਈਵਰਾਂ ਉੱਤੇ ਪੈਣ ਵਾਲੇ ਅਸਰ ਦੇ ਸਬੰਧ ਵਿੱਚ ਆਪਣੇ ਮੈਂਬਰਾਂ ਉੱਤੇ ਇੱਕ ਸਰਵੇਖਣ ਕਰਵਾਇਆ ਗਿਆ। ਹਾਲਾਂਕਿ ਕਈ ਫਲੀਟਸ ਵੱਲੋਂ ਆਪਣੀ ਵੈਕਸੀਨੇਸ਼ਨ ਦਰ ਵਿੱਚ ਮਾਮੂਲੀ ਵਾਧਾ ਹੋਣ ਦੀ ਰਿਪੋਰਟ ਕੀਤੀ ਗਈ ਹੈ ਪਰ ਕਈ ਹੋਰਨਾਂ ਫਲੀਟਸ ਨੂੰ ਅਜੇ ਵੀ 10 ਤੋਂ 20 ਫੀ ਸਦੀ ਸਟਾਫ ਵਿੱਚ ਕਟੌਤੀ ਦਾ ਡਰ ਲੱਗਿਆ ਹੋਇਆ ਹੈ ਤੇ ਦੇਸ਼ ਦੇ ਕੁੱਝ ਰੀਜਨ ਵਿੱਚ ਇਹ ਕਟੌਤੀ 20 ਫੀ ਸਦੀ ਤੱਕ ਹੋਣ ਦਾ ਡਰ ਹੈ।

ਸੀਟੀਏ ਰਾਹੀਂ ਸਾਹਮਣੇ ਆਏ ਕੁੱਝ ਰੁਝਾਨਾਂ ਅਨੁਸਾਰ ਜਿੱਥੇ ਡਰਾਈਵਰਾਂ ਦੇ ਕੰਮ ਛੱਡ ਕੇ ਜਾਣ ਦੀ ਦਰ 10 ਫੀ ਸਦੀ ਹੈ ਉੱਥੇ ਫਲੀਟਸ ਵੱਲੋਂ ਆਪਣੇ ਕੁੱਝ ਕਸਟਮਰਜ਼ ਤੇ ਕੁੱਝ ਲੇਨਜ਼ ਨੂੰ ਆਪਣੀ ਸੂਚੀ ਵਿੱਚੋਂ ਬਾਹਰ ਕਰ ਦਿੱਤਾ ਗਿਆ ਹੈ, ਜਿੱਥੇ ਡਰਾਈਵਰਾਂ ਦੇ ਕੰਮ ਛੱਡ ਕੇ ਜਾਣ ਦੀ ਦਰ 15 ਫੀ ਸਦੀ ਹੈ ਉੱਥੇ ਅਜਿਹੇ ਕਸਟਮਰਜ਼ ਦੀ ਸੂਚੀ ਵਿੱਚ ਹੋਰ ਵਾਧਾ ਹੋ ਗਿਆ ਹੈ ਜਿਹੜੇ ਸਰਵਿਸ ਮੁਹੱਈਆ ਕਰਵਾਉਣ ਵਾਲਿਆਂ ਤੱਕ ਪਹੁੰਚ ਨਹੀਂ ਕਰ ਸਕਦੇ। ਸੀਟੀਏ ਦੇ ਮੈਂਬਰਾਂ ਵੱਲੋਂ ਕੀਤੀ ਗਈ ਰਿਪੋਰਟ ਅਨੁਸਾਰ ਕੈਨੇਡਾ ਭਰ ਵਿੱਚ ਅਜਿਹੇ ਫਲੀਟਸ ਵੀ ਹਨ ਜਿਨ੍ਹਾਂ ਦੀ ਵੈਕਸੀਨੇਸ਼ਨ ਦਰ 80 ਫੀ ਸਦੀ ਤੋਂ ਵੀ ਹੇਠਾਂ ਹੈ। ਵੈਕਸੀਨੇਸ਼ਨ ਦਰ 80 ਫੀ ਸਦੀ ਤੋਂ ਹੇਠਾਂ ਹੋਣ ਨਾਲ ਅਜਿਹੇ ਕਸਟਮਰਜ਼, ਜਿਹੜੇ ਸਿੱਧੇ ਤੌਰ ਉੱਤੇ ਅਜਿਹੇ ਫਲੀਟਸ ਉੱਤੇ ਨਿਰਭਰ ਕਰਦੇ ਹਨ ਜਾਂ ਇਨ੍ਹਾਂ ਨਾਲ ਥਰਡ ਪਾਰਟੀ ਲਾਜਿਸਟਿਕਸ ਰਾਹੀਂ ਜੁੜੇ ਹੋਏ ਹਨ, ਲਈ ਸੇਵਾਵਾਂ ਵਿੱਚ ਕਾਫੀ ਵਿਘਣ ਪੈ ਸਕਦਾ ਹੈ।

ਕਈ ਫਲੀਟਸ ਦਾ ਕਹਿਣਾ ਹੈ ਕਿ ਵੈਕਸੀਨੇਸ਼ਨ ਲਾਜ਼ਮੀ ਕਰਨ ਦਾ ਦਿਨ ਜਿਵੇਂ ਜਿਵੇਂ ਨੇੜੇ ਆ ਰਿਹਾ ਹੈ ਤਿਉਂ ਤਿਉਂ ਜੇ ਡਰਾਈਵਰਾਂ ਨੂੰ ਕੰਮ ਉੱਤੇ ਰੋਕ ਕੇ ਰੱਖਣ ਦੀਆਂ ਉਨ੍ਹਾਂ ਦੀਆਂ ਕੋਸ਼ਿਸ਼ਾਂ ਕਾਮਯਾਬ ਨਹੀਂ ਹੁੰਦੀਆਂ ਤੇ ਉਨ੍ਹਾਂ ਨੂੰ ਚੁਣੌਤੀਆਂ ਪੇਸ਼ ਆਉਂਦੀਆਂ ਹਨ ਤਾਂ ਉਹ ਆਪਣੇ ਅਜਿਹੇ ਕਸਟਮਰਜ਼ ਨੂੰ ਛੱਡਣਗੇ ਜਿਨ੍ਹਾਂ ਲਈ ਉਹ ਕਦੇ ਕਦਾਈਂ ਕੰਮ ਕਰਦੇ ਹਨ ਤੇ ਜਿਨ੍ਹਾਂ ਦੇ ਨਿੱਕੇ ਮੋਟੇ ਅਕਾਊਂਟ ਹਨ। ਇਸ ਤੋਂ ਬਾਅਦ ਅਜਿਹੇ ਮਾਲ ਭਾਰਤ ਦੀ ਢੇਰਾ ਢੁਆਈ ਛੱਡੀ ਜਾਵੇਗੀ ਜਿਨ੍ਹਾਂ ਦਾ ਕੰਮ ਵਧੇਰੇ ਚੁਣੌਤੀ ਭਰਪੂਰ ਹੈ ਜਾਂ ਅਜਿਹੀਆਂ ਲੋਕੇਸ਼ਨਾਂ ਜਿੱਥੇ ਪਹੁੰਚਣਾ ਮੁਸ਼ਕਲ ਹੈ ਤੇ ਜਿੱਥੇ ਹੋਰ ਸੇਵਾਵਾਂ ਦੀ ਕਮੀ ਹੈ।

ਬਾਰਡਰ ਵੈਕਸੀਨੇਸ਼ਨ ਮੈਨਡੇਟ ਬਾਰੇ ਗੱਲਬਾਤ ਹੋਰ ਤੇਜ਼ ਹੋਣ ਉਪਰੰਤ ਫੈਡਰਲ ਸਰਕਾਰ ਵੱਲੋਂ ਨਿਯੰਤਰਿਤ ਟਰੱਕਿੰਗ ਸੈਕਟਰ ਨੂੰ ਮਿਲੀ ਵੈਕਸੀਨੇਸ਼ਨ ਤੋਂ ਮੌਜੂਦਾ ਛੋਟ ਮੁੜ ਹਾਸਲ ਨਾ ਕਰ ਸਕਣ ਨਾਲ ਸਪਲਾਈ ਚੇਨ ਨਾਲ ਜੁੜੇ ਮੁੱਦੇ ਹੋਰ ਵਧਣਗੇ ਤੇ ਟਰੱਕ ਡਰਾਈਵਰਾਂ ਦੇ ਨਾਲ ਨਾਲ ਹੋਰ ਲੋਬਰ ਦੀ ਉਪਲਬਧਤਾ ਵਿੱਚ ਵੀ ਕਮੀ ਆਵੇਗੀ।

ਇੰਪਲੋਇਮੈਂਟ ਐਂਡ ਸੋਸ਼ਲ ਡਿਵੈਲਪਮੈਂਟ ਕੈਨੇਡਾ (ਈਐਸਡੀਸੀ) ਵੱਲੋਂ ਪ੍ਰਸਤਾਵਿਤ ਵੈਕਸੀਨੇਸ਼ਨ ਮੈਨਡੇਟ ਨਾਲ ਸੀਟੀਏ ਦੇ ਅੰਦਾਜ਼ੇ ਮੁਤਾਬਕ ਅਜਿਹੇ 30,000 ਹੋਰ ਫੈਡਰਲ ਪੱਧਰ ਉੱਤੇ ਨਿਯੰਤਰਿਤ ਡਰਾਈਵਰ ਹਨ ਜਿਹੜੇ ਕੈਨੇਡਾ-ਅਮਰੀਕਾ ਸਰਹੱਦ ਪਾਰ ਨਹੀਂ ਕਰ ਸਕਣਗੇ। ਯੂਐਸ-ਕੈਨੇਡਾ ਬਾਰਡਰ ਮੈਨਡੇਟ ਕਾਰਨ ਪ੍ਰਭਾਵਿਤ ਹੋਣ ਵਾਲੇ 22,000 ਡਰਾਈਵਰਾਂ ਤੋਂ ਇਲਾਵਾ ਅਜਿਹੇ ਡਰਾਈਵਰਾਂ ਉੱਤੇ ਘਰੇਲੂ ਪੱਧਰ ਉੱਤੇ ਵੈਕਸੀਨੇਸ਼ਨ ਲਾਜ਼ਮੀ ਕੀਤੇ ਜਾਣ ਦਾ ਵੀ ਅਸਰ ਪਵੇਗਾ।

ਘਰੇਲੂ ਪੱਧਰ ਉੱਤੇ ਵੈਕਸੀਨੇਸ਼ਨ ਲਾਜ਼ਮੀ ਕੀਤੇ ਜਾਣ ਦਾ ਅਸਰ ਸਿਰਫ ਡਰਾਈਵਰਾਂ ਉੱਤੇ ਹੀ ਨਹੀਂ ਪਵੇਗਾ। ਹਾਲਾਂਕਿ ਸਾਡੇ ਸੈਕਟਰ ਵਿੱਚ ਕਈ ਅਹਿਮ ਅਹੁਦਿਆਂ ਉੱਤੇ ਵੈਕਸੀਨੇਸ਼ਨ ਦਰ ਕਾਫੀ ਜ਼ਿਆਦਾ ਹੈ ਪਰ ਸਟਾਫ ਦੀ ਕਮੀ ਨਾਲ ਜੂਝ ਰਹੇ ਕਈ ਹੋਰਨਾਂ ਏਰੀਆਜ਼ ਨੂੰ ਵੀ ਇਸ ਪ੍ਰਸਤਾਵਿਤ ਮੈਨਡੇਟ ਤੋਂ ਥੋੜੀ ਰਾਹਤ ਚਾਹੀਦੀ ਹੋਵੇਗੀ ਜਿਵੇਂ ਕਿ ਮਕੈਨਿਕਸ ਨੂੰ ਵੀ ਰਾਹਤ ਦੀ ਲੋੜ ਹੋਵੇਗੀ।

ਸਪਲਾਈ ਚੇਨ ਲਈ ਸਾਡੇ ਸੈਕਟਰ ਦੀ ਅਹਿਮੀਅਤ ਤੇ ਇਸ ਮੈਨਡੇਟ ਦੇ ਨਿੱਤ ਦੇ ਗਾਹਕਾਂ ਉੱਤੇ ਪੈਣ ਵਾਲੇ ਅਸਰ ਉੱਤੇ ਮੁੜ ਝਾਤ ਮਰਵਾਉਣ ਲਈ ਸੀਟੀਏ ਵੱਲੋਂ ਟਰੱਕਿੰਗ ਇੰਡਸਟਰੀ ਨਾਲ ਸਬੰਧਤ ਕਈ ਅਹਿਮ ਮੁੱਦਿਆਂ ਉੱਤੇ ਜਨਤਾ ਦੀ ਰਾਇ ਜਾਨਣ ਲਈ ਨੈਨੇਜ਼ ਰਿਸਰਚ ਕੇਲੋ ਪਬਲਿਕ ਓਪੀਨੀਅਨ ਪੈਲ ਕਰਵਾਈ ਗਈ ਸੀ। ਜਿਸ ਦੇ ਨਤੀਜਿਆਂ ਅਨੁਸਾਰ 83 ਫੀ ਸਦੀ ਕੈਨੇਡੀਅਨਜ਼ ਨੇ ਆਖਿਆ ਸੀ ਕਿ ਉਹ ਸਪਲਾਈ ਚੇਨ ਵਿੱਚ ਪੈਣ ਵਾਲੇ ਵਿਘਣ ਨੂੰ ਲੈ ਕੇ ਚਿੰਤਤ ਹਨ ਤੇ ਉਨ੍ਹਾਂ ਨੂੰ ਇਸ ਗੱਲ ਦਾ ਡਰ ਹੈ ਕਿ ਆਉਣ ਵਾਲੇ ਸਮੇਂ ਵਿੱਚ ਆਮ ਵਸਤਾਂ ਹਾਸਲ ਕਰਨਾ ਵੀ ਮੁਸ਼ਕਲ ਹੋ ਜਾਵੇਗਾ। ਦੇਸ਼ ਦੇ ਕੁੱਝ ਹਿੱਸਿਆਂ ਵਿੱਚ ਇਹ ਚਿੰਤਾਂ 90 ਫੀ ਸਦੀ ਲੋਕਾਂ ਨੂੰ ਹੈ। ਜਿਸ ਤੋਂ ਇਹ ਸਪਸ਼ਟ ਹੁੰਦਾ ਹੈ ਕਿ ਕੈਨੇਡੀਅਨਜ਼ ਸਪਲਾਈ ਚੇਨ ਤੇ ਅਰਥਚਾਰੇ ਨੂੰ ਪ੍ਰਭਾਵਿਤ ਕਰਨ ਵਾਲੀਆਂ ਚੁਣੌਤੀਆਂ ਨੂੰ ਲੈ ਕੇ ਪਹਿਲਾਂ ਹੀ ਜਾਗਰੂਕ ਹਨ।

ਸੀਟੀਏ ਵੱਲੋਂ ਇਨ੍ਹਾਂ ਦੋਵਾਂ ਮੁੱਦਿਆਂ ਉੱਤੇ ਕੈਨੇਡਾ ਸਰਕਾਰ ਨਾਲ ਰਲ ਕੇ ਕੰਮ ਕਰਨਾ ਜਾਰੀ ਰੱਖਿਆ ਜਾਵੇਗਾ ਤਾਂ ਕਿ ਇਹ ਯਕੀਨੀ ਬਣਾਇਆ ਜਾ ਸਕੇ ਕਿ ਕੈਨੇਡੀਅਨ ਸਪਲਾਈ ਚੇਨ ਨਾਲ ਜੁੜੇ ਇਨ੍ਹਾਂ ਵਿਲੱਖਣ ਮਾਮਲਿਆਂ ਨੂੰ ਚੰਗੀ ਤਰ੍ਹਾਂ ਸਮਝਿਆ ਜਾਵੇ ਤੇ ਸੀਟੀਏ ਇਨ੍ਹਾਂ ਮੁੱਦਿਆਂ ਦੇ ਕਾਰਗਰ ਹੱਲ ਲੱਭਣ ਲਈ ਗੱਲਬਾਤ ਜਾਰੀ ਰੱਖੇਗਾ ਤਾਂ ਕਿ ਪਬਲਿਕ ਸੇਫਟੀ ਤੇ ਦੇਸ਼ ਦੀ ਆਰਥਿਕ ਸਥਿਰਤਾ ਨੂੰ ਬਰਕਰਾਰ ਰੱਖਿਆ ਜਾ ਸਕੇ।



WELCOMING THE NEW YEAR 2022

By **TTN** Writer

With 2021 behind us and 2022 just beginning, now is a great time to draw attention to some of the positive things the trucking industry has to look forward to in the upcoming year. 2021 was challenging in many ways: it was the second year of the COVID-19 pandemic, saw widespread supply chain challenges many are still dealing with, and saw trucking impacted by natural disasters (like the flooding in BC and resulting road closures).

In the sections below, we will discuss some of the things that will benefit our industry as we start a new year.

Safety Improvements

Trucking is constantly improving in terms of safety. Vehicle manufacturers create safety technology on a continual basis, and it doesn't take long to see this technology appear in vehicles on dealership lots.

One of the most public examples of safety technology has to do with self-driving trucks. While such technology is interesting to consider, many other advances are being made,

too. Volvo's Active Driver Assist is just such an advancement. By sensing objects in the vicinity of the truck and being able to apply the brakes if the system does not detect any action from the driver, Volvo is stepping up the safety game by providing technologies that help avoid collisions.

No manufacturer is ignoring safety concerns. While self-driving vehicles will likely continue to hog the spotlight in the technological world of trucking, truck buyers today have access to some of the safest vehicles ever made.

Strong Trucking Market

As the COVID-19 pandemic changed the way people shopped and shed light on weaknesses in parts of the supply chain, it also showed how much demand there is for trucking. Trucking has grown so much that freight rates are skyrocketing in some industry segments.

The media has told the story of backlogged container ships, empty store shelves, and high demands for trucks and their drivers. While there are many challenges that face carriers - especially in terms of finding enough suitable drivers for their



equipment - one thing is for sure: trucking is an industry with a strong future for 2022. People looking for an industry that is unlikely to stop being busy should consider careers in trucking.

Truck drivers with experience and clean safety records are in high demand. Even though individual carriers may be volatile and not all jobs are the same, skilled truck drivers will continue to enjoy lots of different opportunities for work as 2022 unfolds.

Green Technology

Trucking, despite being a heavy consumer of fossil fuels, is moving forward in terms of environmentally-friendly technology. [Hydrogen fuel projects](#) in Alberta and [electrification](#) of local haulers in California are just a few examples of the efforts being made to reduce the greenhouse gas emissions that come from the trucking industry. As 2022 progresses, we can expect to hear more about alternate power sources for trucks. While regional operators will be the first to see widespread adoption of such

technology - it is hard to match the range a modern diesel engine offers - carriers will start to see how zero- emission vehicles can be of benefit to their operations.

For some carriers, zero-emission technology seems out of reach. However, prices will go down and accessibility will go up as technology begins to see adoption from the industry. Don't worry about diesel becoming obsolete anytime soon, though - we will see zero and low-emission vehicles run alongside diesel for the foreseeable future.

Wrap Up

Unfortunately, the COVID-19 pandemic has given us many things to complain about. Now that 2022 is upon us and COVID is still a factor in our daily lives, many people are surely upset to continue to have to live with the uncertainty this virus has placed upon us. However, the future is bright in many ways, and as the year progresses, we will see many more things to be thankful for in the trucking industry..



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Thank you, drivers and the entire industry, for what you do!



MIKE MILLIAN

President of the Private Motor Truck Council of Canada, CITT Certified Logistics Professional. (CCLP)

On behalf of the membership of the Private Motor Truck Council of Canada, I wish to take a moment to say thank you to the men and women of the highway, the professional Truck driver, for sacrificing as you do, to ensure the citizens of our countries essential needs are provided and available for us every day!

Drivers have a tough job. As a past long haul driver, I fully appreciate the sacrifices you make, time away from family, friends, missed events and special moments in life, in order to do the job you love, to ensure goods and services get to their final destination. In normal times, you struggle to find access to a clean washroom with heat and running water, a safe place to park, and a place to sit down and have a warm meal. Since Covid lockdowns first started in North America in March of 2020, access to the above-mentioned facilities became even harder to access. Unfortunately, indoor access was denied to drivers at many places, including the locations where you dropped off supplies that the facilities needed. To those who refuse drivers access to a clean washroom to look after their own hygiene, you should be ashamed of yourself, and if you have not already, you need to make the changes required to ensure each driver delivering or picking up at your facility has access to a proper washroom. Drivers deserve to be respected and treated with dignity. A porta potty on the parking lot is not providing the respect that is deserved.

When the supply chain is sailing along smoothly, no one notices drivers, you are an invisible cog in a well running machine. Early lockdowns, and the fact that drivers were declared essential workers, the spotlight finally shone on the driver and the key link the driver plays in ensuring products and services get to us was recognized. For a brief period of

time, drivers were heroes and thanked regularly by the public and government officials alike for the job they were doing.

While this adulation may have waned, there are still great programs out there. NAL insurance group developed the Thank a trucker program, which provided free meals and in-person thank you to drivers. The program continues and now includes a trucker of the month recognition program. I just read a great story about an elderly lady who goes around a truck stop and hand delivers thank you and Christmas cards to drivers. A driver I talk to regularly sent me a picture of a container of cookies that was delivered to him from a lady as a thank you for what he does. She had baked 100's of packages of cookies at home and was delivering them to drivers to say thank you.

We hear all the negative stories, and we know there are lots of them. At this time of year, I also think it is important we pause and remember the good stories as well. While it may not always look like you are appreciated, there are many people out there who appreciate all you do. Truck drivers are over 300,000 strong in the Canadian Trucking Industry and are an extremely important cog in our lives. The hard-working men and women of the highway are the lifeblood of our economy! While some may not appreciate and provide you the respect you deserve, many of us do, and we appreciate you every day, and will continue to fight with you as best we can to ensure you are provided the respect and dignity you deserve from industry, the public and governments.

On behalf of the PMTC, we thank you for everything you do! We also want to wish you and your loved ones a safe and happy holiday season, and all the best in the New Year!

ARE YOUR DRIVERS “ONE PHONE CALL AWAY (FROM QUITTING)”



NORMAN WINEGAR

LCSW, CEAP, ACSW, NCAC II, DOT Qualified SAP,
Chief Clinical Officer of ESPYR, a Marietta, Georgia
based behavioral health company

Back in the pre-Pandemic days- remember those?- I was at a transportation conference having lunch with a Human Resource director who worked at mid-western US trucking company. I was enjoying learning about the driver health and recruiting and retention challenges in trucking. As you know, they are substantial and complex. Midway through our friendly lunch, the HR director had to excuse herself to take an urgent call. When she returned, she apologized, and it was obvious her mood had changed from upbeat to subdued. I asked if anything was wrong. She said actually it was.

She explained that the call she just took was from one of the carrier’s most valued drivers- a long time employee- a safe and experienced driver. She had hired him years ago and knew him well. He was calling to quit- he had “had it” she said. He was more than frustrated sitting in a Houston traffic jam- feeling his blood pressure rise and his headache increase. He had hardly slept the night before. He was going to be late for a delivery. He had just had a negative interaction with his “*#!@ dispatcher”, and worst of all he was having a heartbreaking family crisis. He had spoken to his wife early that morning who said she was fed up being a “single mom” (or so it felt to her.) She said sick of managing alone (or so it felt to her) the parenting of their two teen sons- one of whom was a special needs child. And doing so while managing their bank account, their household, and even caring for his elderly mother. She needed a fulltime husband she said, and she had insisted he quit his professional driving job and come home... or else. Sitting in traffic in the Houston heat, stewing on the conversation with his wife- he had reached his limit. He had called her to quit. The HR director said, “Honestly, Norman I always get anxious when one of our veteran drivers calls me directly. This really stressful lifestyle really puts all of them just a phone call away from quitting.”

Afterwards I reflected a lot on her story and comments. Her driver turnover rate was “only” 40% per year. In an

industry where many carriers experience 90%+ turnover annually and where a shortage of drivers, particularly safe drivers, is getting worse by the day. She is also in an industry that routinely spends millions of dollars on driver recruitment. But in my experience, she is part of an industry that too often overlooks providing -at a fraction of the cost of recruitment- driver-centric services that address the social isolation drivers face, helps them manage their daily doses of stress, and improves drivers’ wellbeing, health, and work-home life balance.

After that conference, we recognized that many drivers are indeed only a call away from quitting this difficult yet vital occupation. But we knew they could also be only a call away from assistance. We began offering an innovative service called TalkNow, often in combination with our driver-centric Fit To Pass health coaching service that helps drivers stay fit enough to pass their periodic US DOT required medical examinations. Not therapy or counseling per se, just as the TalkNow name implies it gives drivers the opportunity to speak now with a licensed counseling professional 24/7. At the time they need it. Without an appointment and without inconvenience. But with an assurance of confidentiality, privacy, and professionalism. Our TalkNow counselors can steer drivers and their families to helpful resources; help them talk through a sensitive personal issue and problem-solve it; provide an objective counseling professional’s input on a difficult, sensitive, emotion-heavy matter; or just provide a safe place to ventilate or “blow off steam”.

This immediate access to compassionate, trained professionals is not the be all and end all to support work-family life balance and wellbeing for our drivers. But its missing in most benefit plans carriers offer their drivers and their families. And it’s even more inaccessible to Owner Operators- a mainstay of the industry. If you are responsible for supporting the wellbeing of drivers (and avoiding that “one phone call”), today would be a good time to look into a service like



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Collaborative Driving



DAVE ELNISKI

Transportation safety professional, writer, and instructor. Dave has worked as a driver in the flatbed segment of the industry and currently works as an Industry Advisor in Safety and Compliance with the Alberta Motor Transport Association, the AMTA

Share the road” and variations of this saying appear in signage and campaigns around safe driving. I’ve always interpreted this saying as a request for me to occupy only what space I need for safe passage while driving in a way that helps others do the same. To be a “road hog” is to take up more space than one really needs.

In reality, a vehicle always occupies a certain amount of actual volume and this volume doesn’t change depending on how it is driven. What I mean by occupying a certain amount of space is the way others perceive my driving. If I am weaving and tailgating while driving erratically and aggressively I will force others to give me more space so as to not cause a collision. Such aggressive driving will make others uncomfortable.

Beyond making others uncomfortable, aggressive driving makes it seem as though the aggressive driver considers the road their own property. In reality, it isn’t; public roads are for anyone who is qualified to drive and willing to follow whatever rules of the road apply. However, an aggressive

driver might understand this yet still, in the moment of driving, consider their own needs to be greater than anyone else’s and drive in a way that puts their own needs first.

Aggressive drivers may also be sensation-seeking, a personality trait that, according to driver human factors expert Dr. Ron Knipling, causes people to “seek excitement, take risks, and get bored easily” [1]. Such a personality trait is not aligned with a philosophy of road sharing.

It’s extremely easy to forget other people around us have needs. For me, my default mode seems to be a strong focus on my own needs and those of my immediate family; it takes conscious effort to remind myself throughout the day that other people likely feel the same way. We all have an agenda.

So how can we share the road when each driver is only out there for their own needs? I think one way to answer this question is to consider “V2X”, a term from the tech world describing the ability of individual vehicles to communicate with each other for the purpose of coordinating their driving

to help each vehicle navigate through traffic [2].

As vehicles appear with connected and semi-autonomous features, they will be able to communicate with each other for the common good of all the vehicles on the road. Road hazards, traffic jams, and anything else communicable between vehicles will be shared so as to optimise traffic flow. From a traffic planning perspective, such technology will reduce average trip times and collisions.

What is important to recognise is collaborative driving focuses on the collective, not on the individual; such a focus will cause roadways to become safer and more efficient for everyone. We don't need to wait for this technology to appear to benefit from the idea of collaborative driving, though; we just need to drive with consideration for needs beyond our own.

Humans have a built-in mechanism to enhance their collaborative driving: empathy. Being empathetic means to understand the emotions of another person. It is something we do naturally, and it is something we can improve through practice.

I don't need to have the same life experience as another person to empathise with them. If someone is impatient

and speeding, I can recall a time from my life when I was in a hurry and, by remembering my emotions at that time, understand some of what the other person is experiencing. Doing so helps me see them as another struggling human in need of patience and understanding as opposed to a dehumanised threat to my safety. Of course, their speeding may make them a threat to my safety, but I will be better able to protect myself through calm, compassionate, defensive driving instead of getting angry and possibly reacting to their aggression with aggression of my own.

All drivers, professional and amateur, need to realise everyone else on the road with them has their own reason to be there. If we see others as fellow travellers doing their best to go about their day just as we are, we can drive with the goal of helping everyone arrive safely and efficiently instead of driving only for our own purposes.

This isn't easy to do, and collaborative and autonomous vehicle technology will help us move in this direction. But regardless of what technology is ahead, driving collaboratively and empathetically will only improve our experience on – and ability to share – the road.

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calls from a live agent or automated system and you may also be visited at your place of quarantine by a screening officer to verify your compliance. You are under a legal obligation to take the arrival and Day-8 tests. Failure to comply with the requirements of the Quarantine Act and emergency orders made under this Act is an offence and could lead to fines of up to \$750,000 or imprisonment. If you do not take the tests, you may also be transferred to a designated quarantine facility.

For testing: you must find the closest testing facility in the place that you are at prior to entering into Canada.

Effective December 21, 2021, at 12:01 am(EST: All Canadians returning from short trips must take a molecular pre-entry test. The test must be taken outside of Canada.

As of January 15, 2022, in order to cross the borders into Canada, via Land, Air, Rail, Ocean, you will need to show proof of vaccinations, this is available in your Provinces Covid-19 vaccinations program, for example, if you live in Ontario you go to this website: <https://covid19.ontariohealth.ca>, for Alberta: <https://covidrecords.alberta.ca>, for British Columbia: <https://www2.gov.bc.ca/gov/content/covid-19/vaccine/proof#card>, and the same for each Province across Canada just type into your internet search your Province name and Covid-19, you find the links there.

Information regarding Exemptions: Public Health Agency of Canada – CBSA Enforces the COVID-19 Vaccine requirements. All Travellers crossing the borders – there will be No Exemptions given.

Reasons for Medical Exemptions for COVID-19 Vaccines Cancer patients who are undergoing certain medical medicinal drug treatments, this is a time limited exemption while they are actively receiving therapy.

Patients with Severe Autoimmune diseases who are undergoing certain medical medicinal drug treatments, this is a time limited exemption while they are actively receiving therapy. Patients who have suffered a Severe Adverse effect such as a Blood Clot, Myocarditis or Pericarditis, Severe allergic reaction/Anaphylaxis to a component of a COVID-19 vaccine.

Patients who have suffered Thrombosis with thrombocytopenia syndrome (TTS)/VITT4 following the Astra Zeneca/COVISHIELD COVID- 19 vaccine - Series should be completed with an mRNA vaccine.

The above-mentioned reactions MUST medically diagnosed by a Doctor in a Hospital Emergency Room. This MUST be Documented and Evaluated by an ER Doctor and an Allergist and or Immunologist. There are alternative COVID-19 Vaccines that can and will be used in these cases.

The Public Health Agency of Canada is advising travellers, regardless of their vaccination status, to avoid non-essential travel internationally.

November 26th, 2021, a new variant of the SARS-CoV-2 virus that causes COVID-19, "Omicron", designated this as a variant of concern (VOC) by the World Health Organization. The Omicron variant is present in all continents around the World now but started in Botswana, South Africa.

If you must travel: All travellers should complete a COVID-19 vaccination series, which includes minimum 2 vaccines, at least 14 days before travelling.

Consult a health care professional or visit a travel health clinic preferably at least 6 weeks before you travel.

Who can come to Canada: Canadian citizens, including dual citizens, people registered under the Indian Act, permanent residents of Canada, or protected persons under the refugee status are allowed to enter Canada.

Fully vaccinated foreign nationals may be allowed to enter Canada for discretionary travel.

Who needs a pre-entry test: All travellers 5 years of age or older You must provide proof of a COVID-19 negative molecular test result to enter Canada OR proof of a previous positive test result taken between 14 and 180 days ago, starting January 15, 2022, between 10 and 180 days ago. All travellers will receive

The way we spend our time defines who we are.

Jonathan Estrin



Ellen Voie CAE
President /CEO,
Women In Trucking Association, Inc.

With the new year around the corner, many of us make new year's resolutions with the goal to improve something in our lives. Maybe you want to lose a few pounds or get more exercise. Those are the two top goals people set for the coming year.

Other resolutions include getting organized, learning a skill or hobby, quitting smoking, spending more time with family friends, traveling, or reading more and spending less money. Those are all great goals, and if you are planning on making positive changes in your life, then make a New Year's resolution.

One study found only 19 percent of people who made these promises to themselves were successful (which also means that most of us will fail.) However, if you don't turn your goal into a resolution, the odds are much worse (4 percent) that you'll succeed.

Before you make any changes in your life, you must find the time to adapt to your resolution. Don't ever complain about NOT having the time, as everyone gets 24 hours in a day, and YOU choose how you spend those precious minutes. You are the person who prioritizes your activities.

We're not very good at time management, as much of our day is spent on activities that have little or no value (Netflix anyone?) If you are going to make a New Year's resolution that lasts, you must make it a priority.

A recent Forbes article gave the following tips for keeping your new goals. First, make the goal actionable, and measurable. For example, instead of saying you'll get "more exercise," just state it as, "I'll walk two miles five times a week." That way, when you DO accomplish the daily goal, you will feel a sense of accomplishment and that will motivate you to continue.

A second tip is to be reasonable. Don't decide to walk ten miles every day. It won't happen and when you miss a day, you'll be more inclined to just skip others because you've already "failed" in your resolution.

One article challenges the reader to mentally prepare for the task and to set a goal that motivates you. Don't make big or quick changes but build on smaller steps and allow room for error. Can you break a big goal into smaller goals?

Make sure the activity is something you want to change, not something someone else thinks you should be doing. Does it align with your priorities or personal or career aspirations? You can't be motivated if you're not convinced you want to make the change for yourself.

We all know we should write down our resolutions, because if it isn't in writing, it doesn't exist. Use a stickie note on your bathroom mirror or send yourself an email. Make it a reminder to keep it always on your mind.

Share your goals with others who can help keep you accountable. Go ahead, post it on Facebook and document your progress. Your friends will support you and encourage you and celebrate your successes along the way.

None of us are perfect and we all stray from our chosen path, so when you get off track, just consider it a tiny setback and keep moving forward. You're not a failure unless you quit, so get back in that saddle and stick to your goals.

The most important tip for keeping your New Year's resolution is to make it a priority. You need to block off time or it won't happen. Put it in your calendar. Are you someone who likes to work out in the morning or after work?

Whether you are in a truck or an office, you need to determine that you are going to cut out those calories or take those steps. Anticipate the time you'll need and include it in your daily planning.

Remember, we all get the same amount of time each day, but YOU decide how you'll spend it on yourself. Will you be watching Netflix or talking a walk? Good luck on your 2022 resolutions. You can be one of the successful ones!



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A New Policy for Tow Truck Operators in the GTA



TONY HAYTON

Tony Hayton Florida Highwaymen Art America's 1950s African American Art Movement

The GTA is home to some of the busiest roads in Canada, in fact, the 401 across the top of Toronto has been called the busiest road in North America. Breakdowns and accidents just add to the delays, chaos, and confusion and increase driving hazards. Numerous problems, overcharging and violence have been rising in the GTA Tow Truck industry and are one of the main reasons that have led the provincial government to initiate a pilot Tow Zone policy on certain GTA Highways.

The Tow Zone Pilot program aims to increase safety and sustainability while clearing highways quickly and safely. It will also help eliminate some of the alarming corruption inside the industry.

The pilot program is to last over the next 4 years and allows only authorized towing companies to hook up your vehicle. The main aim is to keep the highways safer. It will ensure tow operators have the proper training, experience, and equipment to clear highways in a safe efficient manner. While aiding in reducing congestion and delays on GTA highways. The policy will also provide reasonable tow rates for drivers

and companies by providing standard pricing and invoicing for towing services in the restricted tow zones.

The background story is that the "GTA towing industry" has a long history of corruption and predatory pricing. In the summer of 2020, the province announced a tow industry task force to work with police, public safety experts, municipal and industry partners. Premier Doug Ford at the time said that the growing violence in the industry was "totally unacceptable." Ford directed his message "To all the bad actors out there, my message is clear: the party's over, we're coming for you, we'll catch you, and we will lock you up."

Earlier this year in a towing corruption probe by the OPP, charges were laid against 4 veteran officers. OPP Commissioner Thomas Carrique said that the officers had given preference to a particular tow company "in exchange for benefits to the officers."

Violence has plagued the GTA towing industry for a number of years, as tow-truck drivers compete for territory and are known as "accident chasers"

Driving in GTA can be stressful at best. Vehicles that have been involved in a crash may need repairs, drivers or passengers may require medical assistance. Playing politics with corrupt tow operators is the last thing they need. But, there are some in repair businesses who are willing to pay tow-truck drivers to bring them business. Perhaps a single crash can result in repairs and insurance claims well into the thousands of dollars. Media reports say that more than 50 tow trucks have been burned, and violence between tow operators has broken out with fistfights and even shootings at crash scenes. At least four men with ties to the industry have been killed.

Over 30 people were charged in 2020 by York Region Police after an operation looking into the towing industry. The optics of this are poor at best. Premier Doug Ford's government pledge to crack down on corruption and violence lagged due to the COVID- 19 pandemic.

The continued increase of violence and corruption within the industry became untenable and forced this action at the provincial level, making the Tow Zone Pilot program essential.

Undoubtedly the government has been facing pressure from insurance industry lobbying as well. The tow industry corruption affects us all as towing costs and accident repair bills escalate, rising costs for insurance companies and finally for consumers as we see the result in increased insurance bills.

This crackdown became necessary for the well-being of all.

When vehicles are blocking live lanes of a busy highway the first priority is to get people and their vehicles safely cleared. with designated operators that task becomes more efficient, safe, and less costly.

The Ontario Trucking Association began working with the OPP, the MTO, the heavy towing industry, and others to help initiate change in the towing industry. The multifaceted goals were to improve collision clearance times, ensure consumer protection and improve the overall safety of incident management on Ontario highways.

Geoff Wood, OTA's Sr. VP., Policy was stated as saying " the provincial government's policy would bring accountability and transparency to towing. ";

The Canadian trucking industry depends on the GTA highway system as its main artery which is essential to Canada's supply chain. The policy will ensure that those in need of tow services will no longer fall victim to the corrupt few in the industry who prey on those in unfortunate situations.

The New GTA Restricted Zones Are:

Restricted Towing Zone 1 is from Highway 401 from Highway 400 east to Morningside Avenue. Restricted Towing Zone 2 includes Highway 401 from Highway 400 west to Regional Road 25. Highway 427 from QEW to Highway 409, and Highway 409 from Highway 427 to Highway 401. Restricted Towing Zone 3 is along Highway 400 from Highway 401 to Highway 9. Restricted Towing Zone 4 is on the QEW from Highway 427 to Brant Street. Official signage along the highway sections will designate the tow zones. In restricted towing zones only authorized towing companies will be allowed to remove disabled vehicles. Other towing companies will not be allowed to solicit business in restricted towing zones. The government will ensure that the eligible towing companies have been vetted and under direct government supervision. The policy also includes constant monitoring, a complaint line, and options for dispute resolution.

Towing of breakdowns and impoundments will be based on a flat rate and include a towing distance of 10 KMs. Collision towing is to be rated hourly with a one-hour minimum, with additional 30-minute increments if needed.

Previous challenges with towing operators charging trucking companies four-hour minimums for the removal of disabled vehicles will no longer be permitted and owners of the vehicles will have the right to decide where their vehicles are taken.

Thankfully the provincial government followed up on its words of a crackdown in the GTA towing industry. Onerous operators will not be allowed to act as highway vampires, sucking the monetary blood out of unsuspecting and unfortunate victims of vehicle mishaps and breakdowns on GTA highways. A welcome example, that actions really do speak louder than words.



A Canadian Climate Change, a new Winter Dangerous driving habits must stop.



DOUG SEXTON

Marketing Communications , Advertising Services

Canada's road system spans the Moon and then some. This vast network of rural and urban drive settings is sometimes no match for even the bravest Canadian, particularly in these times of unpredictable weather events.

Typically, in the months of December and January, automobile accidents increase causing insurance claims to increase by almost 49%! Let's look at what causes such a rise and does dangerous driving play a role. Over half of Ontarians admit to driving dangerously while 95% say they have witnessed dangerous driving from other motorists. Some of the most common dangerous driving behaviors over the last year include speeding, distracted driving, unsafely changing lanes, and aggressive dangerous driving. Only a mere 24% of us are aware some of these behaviors are considered stunt driving with serious consequences.

"Many motorists think stunt driving is just a combination of excessive speeding and doing reckless tricks, but it also includes aggressive behaviours such as road rage and weaving through traffic," said Raymond Chan, manager of government relations at CAA SCO. "These reckless actions behind the wheel can have serious consequences and should never occur on our roads, especially in residential areas and community safety zones."

However, according to the Highway Traffic Act, stunt driving charges also apply if you are driving in a manner preventing other vehicles from passing or should you intentionally cut off another vehicle or drive too close to another vehicle, pedestrian, or fixed object, it falls under Stunt Driving. Is this as dangerous as it gets? Hold on to your toque...

Winters around the world are warming:

But this warming does not necessarily mean an end to traditional winter weather in many places – at least not yet. Extreme precipitation events – including major winter snowstorms and lake-effect snow events – are becoming more common because of climate change. Warming in the Arctic may also be leading to a less stable jet stream, resulting in frigidly cold air spilling into areas not accustomed to seeing such low temperatures for such long periods. Under these harsh conditions there is no place for dangerous driving. Even though we may be part of it or at least see it, dangerous winter driving makes our blood pressure increase.

Let's be mindful and prepared- Tips for winter climate change driving:

Climate change means more than a few extra days of adverse weather throughout the year. It is having an unprecedented impact on almost everything. Canada is experiencing more frequent and severe wildfires, windstorms, hail, heavy rain

and snow/ice events and Canadian communities and businesses are increasingly impacted by climate change. Over the last decade, trends in major event claims resulting from flooding, wildfires and extreme weather events show a marked increase in both frequency and severity.

How do we prepare for Winter driving in this new reality?

1. Create a 'survival kit'

Your survival kit should include items such as: gloves, booster cables, small shovel, windshield wiper fluid, first aid kit, torch, snow brush, candles, safety vest, water bottles and non-perishable energy foods.

2. Check weather and road conditions often

Choose the route you'll take ahead of time and check the weather forecast to make sure you know what to expect before you hit the road. Install a weather app on your cell phone and check radar periodically.

3. Keep a safe distance behind snowplows

If you find yourself behind a snowplow, maintain a safe distance. Snowplow drivers do not always have the best visibility and can create clouds of snow that can reduce your visibility, as well.

4. If you don't already have them, get winter tires

They provide better traction, handling and braking and can shorten your braking distance by as much as 25 per cent. All-season tires are not the same as winter tires. They lose their grip when the temperature dips below 7 C.

5. Slow down and give yourself extra travel time

This one might be obvious — but it's important. Drive according to the road conditions around you and don't rely on the estimated time of arrival your GPS gives you.

6. Clear snow and ice from your vehicle

Make sure you clean all windows, mirrors, lights, and the roof. Wait for any foggy windows to clear up so your visibility isn't poor. Trucks: Remove snow from trailer roof.

7. Wear comfortable warm clothes

It's a good idea to layer up in the wintertime but having too many layers can restrict your movement and make it difficult to check your blind spot. Keep warm clothes at the ready in case you need to venture outside the vehicle.

8. Keep your fuel topped up.

It can help reduce moisture in the fuel system and adds extra weight to your vehicle to slow it down.

9. Keep Police phone numbers handy and travel with a fully charged cellphone

It can save your life.... have a spare charged cell phone for long distances

10. Avoid using cruise control on wet/slippery roads.

It's easy to lose control of your vehicle in bad weather if you rely on cruise control. Lastly.... buckle up! It's an unpredictable and changeable Canadian winter ride. Stay safe!

Canada ELD



MARC MONCION

Vice President - Safety, Compliance & Regulatory Affairs at Fleet Complete

Change is a constant in every industry, and the motor carrier industry is no exception. So, if you manage a fleet or are a commercial driver, you've probably heard that, effective June 12, 2022, the Electronic Logging Device (ELD) mandate will come into full force in Canada.

Noteworthy is the fact that only 3rd Party certified ELDs will be allowed in Canada, as described in the Commercial Vehicle Drivers Hours of Service Regulations (HOS), unless a commercial driver is otherwise exempt.

You've also likely heard that Fleet Complete's BigRoad ELD solution has recently been officially certified as compliant to service the Canadian marketplace, helping fleets meet their ELD needs on either side of the border.

It shouldn't come as a surprise that ELDs have found their way into Canada. Similar ELD rules have been in place in the U.S. for a couple of years now. It was only logical that a 'Made-in-Canada' ELD rule would follow suit.

On the surface, it may seem like Canada is merely following the U.S. lead, and that ELDs will only slow the industry down.

The reality is that ELDs benefit everyone from the front-line driver, through to dispatch, operations, safety and compliance, and up the food chain to the decision makers in a fleet.

By automating a driver's record of duty status (RODS) changes during a trip, it will not only result in more accurate data, but will also lessen the administrative burden on everyone.

A long-time advocate for industry and current Vice-President of Safety, Compliance and Regulatory Affairs, and host of Ask the Expert at Fleet Complete and BigRoad, Marc Moncion believes that most commercial drivers have become proponents of ELDs. This is particularly the case for North-South drivers, who've already been using ELDs to meet U.S. HOS regulations.

"I've spoken to several commercial drivers both before and after the deployment of ELDs in the U.S. and now coming to Canada. At first, many were reticent to adopt ELDs. They feared that Big Brother would be looking over their shoulder, and slowing them down. When I speak to the same drivers today, the common feedback I get is that they love the technology. The main benefit driver's find is that the BigRoad ELD helps to keep them safe and legal. How is that done? Well, by eliminating the debate with dispatch and customers when it is clear that a load cannot be delivered to its destination, according to legal HOS limits on both sides of the border. Essentially, the ELD is a godsend, and drivers don't ever want to go back to the days of paper logs."

According to Moncion, the biggest lessons learned from the U.S. ELD transition is for motor carriers to get onboard with a Transport Canada Certified ELD Vendor sooner than later.

Please, don't wait until the last minute, or you might be out of luck! This is particularly the case given the current microchip shortage that is impacting the entire supply chain.

There is genuine concern that, as we get closer to the June 12, 2022, enforcement date, some ELD vendors will not be able to supply the demand for ELD devices.

The other important consideration is that Transport Canada has made it very clear that, unlike in the U.S., there will no Grandfather Clause to extend the deadline beyond June 12, 2022 in Canada.

According to Moncion, here are the 5 main benefits that industry will be able to leverage with the new Canadian ELD rule.

1. Road safety for all motorists, and not just commercial drivers

This is key! ELDs encourage safe driving by removing the incentive and ability for a driver to get creative with their HOS log. Rather than feeling pushed beyond safe legal limits, commercial drivers can drive safely, while also getting the required rest knowing that they are complying with HOS. This translates to fewer accidents and a safer driver environment for all motorists on the road.

Increased safety is directly linked to a better bottom line. Fewer accidents can result in reduced costs for insurance, out-of-service orders at roadside, expensive recovery and towing charges, costly repairs, and driver morale due to working for an unsafe fleet. Plus, ELD monitoring can improve the accuracy of dispatch and load planning, which removes strain to all in the supply chain.

2. Enhanced Operational Efficiency & Positive ROI

Once you've deployed ELD, fleet will likely find that you're immediately cutting costs. By eliminating paper logs, you'll be virtually eliminating the administrative burden across your entire organization. It's one less task for drivers, meaning they can maximize their time behind the wheel to deliver the goods.

As the ELD is bundled with other Fleet Complete solutions, drivers will have in their arsenal many valuable tools and features. These solutions can also provide key diagnostics on engine fault codes and other metrics important for maintenance, resulting in fewer in-transit breakdowns. The bottom line is loads get delivered in a timely manner and at a lower cost.

3. Level Playing Field for All Fleets

A key part of ELD enforcement is that it puts all fleets on a level playing field. Every motor carrier will be operating under the same rules. With ELD monitoring, fleets no longer

have to compete with non-compliant motor carriers that encouraged drivers to get creative with their logs to meet unreasonable delivery schedules.

The end result is a level playing field, where only the best in class and safest fleets will be able to deliver the expected service to customers. And once you have your BigRoad ELD deployed, your carrier safety ratings on both sides of the border should improve. This will translate in less time spent being inspected at the scales.

4. Improved HOS Compliance

It's a known fact that drivers want to service their clients safely and compliantly and get back to their family issue-free. Since your BigRoad ELD tracks all of a driver's duty status changes during a trip, with up-to-the-minute precision, the chances for form and manner HOS violations is virtually eliminated.

BigRoad ELD is also configured to provide alerts to drivers and fleets in real time, before a driver is about to run out of time or generate an HOS violation. This facilitates better trip planning and improved driver compliance. The ELD also generates accurate digital copies of a driver's record of duty status (RODS) to speed up the data transfer of logs to a safety official at roadside.

5. A Happier Fleet of Drivers

Drivers are vital to the motor carrier industry, and fleet managers all strive to be the best-in-class to keep these road knights behind the wheel of their commercial vehicles. ELDs can and will help fleets to attract and retain their driver lineup, by demonstrating how committed you're to running efficient and safe operations. Drivers will feel empowered to make better decisions, know that a fleet will have their back, and be confident that they will be paid a fair wage based on the hours they've actually worked and logged.

Another key value add is the built-in connectivity of ELDs that provides a real-time conduit among drivers and back-office staff, who otherwise spend long hours working alone. And Fleet Complete's Vision 2.0 – AI-powered, dual-facing, LTE-connected dash cam – can also be deployed to help in the event of an accident by providing video evidence, showing how the vehicle operated prior to the accident.

Canada's ELD rule is going to benefit everyone by creating safer road habits for drivers and improve efficiency within fleets that employ them. If you want to learn more about how ELDs work, what they can do and how to make sure your fleet is compliant before safety official begins enforcing the new rules in June 2022, contact Fleet Complete Customer Support at 1-888-305-8777, or to go the Fleet Complete and BigRoad homepages to get more information on BigRoad ELD solution.

Does Omicron Spell Economic Chaos?



TONY HAYTON

Tony Hayton Florida Highwaymen Art America's 1950s African American Art Movement

become hesitant to fly again. As of November 30, anyone catching a flight in or out of Canada had to show proof of double vaccination. The timing couldn't have been better.

Health experts believe that the first step to controlling Omicron or any other new variant is by ensuring that the populace is sufficiently vaccinated against COVID-19. The big unknown is just how effective the present COVID-19 vaccines will be in restraining the Omicron variant.

Science was expecting mutations in COVID-19, like the recent Delta variant. The possibility of a "Frankenstein mix" of mutations raises concerns. The hope is that new variants remain vulnerable to current vaccines. If not, revisions to vaccines will be necessary.

Current vaccines may well continue to ward off severe illness and death, though booster doses may be needed to protect most people. The makers of the two most effective vaccines, Pfizer- BioNTech and Moderna, are preparing to reformulate their shots if necessary.

As for the economy, tourism spending will likely weaken, as will restaurant spending and shopping at stores. These sectors have already suffered and struggled through the pandemic.

Economists say that Omicron's economic threat will be less severe than the initial wave of Covid-19 in March 2020 and the Delta variant this summer. In part because each new virus strain has had a diminished economic impact.

In a worst-case scenario, Omicron would bring a return to crippling lockdowns, and halt our economic recovery, plus threaten already compromised supply chains and reduce demand. That would create fears of faster inflation and slower growth.

China says the omicron variant of the coronavirus is a concern for organizers of the Beijing Winter Olympics, but it remains confident the Games will be held as scheduled in February.

It simply is too early to predict what effect Omicron will have on us or our economy. The hope is our preexisting vaccination program will offer us a sufficient degree of protection from severe ramifications. Certain sectors of our economy are already preparing for setbacks.

We are still not out of the woods when it comes to new COVID-19 variants. Our economy and the global economy are better prepared to deal with setbacks. Yes, Omicron is a concern, as will other potential unborn COVID-19 variants. The road ahead is uncertain at best, but economies are primed for growth. Setbacks are to be expected, but we should remain bullish that Canada's and the global economy will continue to gain forward momentum.

It is said that sometimes, to move forward you have to take a step or two backward. Hopefully, the economic effects of the new Omicron variant of COVID-19 are ripples and not a tidal wave. Our battered economy and the disrupted global economy have suffered enough pandemic punishment. We are on standby while we wait to see what peril lies ahead for us and our economy from the new variant. Just as our economy was moving forward, and now it may be forced to backtrack.

The Wall Street Journal believes the effects of Omicron may not be as severe as many fear, "The Omicron virus strain could slow global growth, but any hit is likely to be modest." The scale of damage will hinge on the potency of the strain itself say, economists.

Shockwaves immediately hit the already-troubled airline industry, The fast global spread of the new strain and COVID-19, in general, has been attributed to the worldwide web of international airline flights. Early work on Omicron suggests it may be more transmissible and better able to evade the body's immune responses. Hence close monitoring at international ports of entry. In Canada, we have already seen it travel from South Africa to Canada and onwards to Hong Kong in a matter of a few short days.

New travel bans have been put in place for Canadians going to Hong Kong. England has suspended all flights from South Africa, Namibia, Zimbabwe, Botswana, Lesotho, and Eswatini. Canada is again cracking down on arrivals from some foreign destinations. Further restrictions are sure to be put in place as we learn more about this new variant.

The battered airline industry is bound to suffer as travellers

Can Lessons from Family Life Make You a Better Manager? Homelife as a Leadership Course.

In the mental health field, we too often focus on how demands in our personal or family life can have negative effects on job performance. Especially for high demand, high stress, long hours jobs such as managerial and leadership roles in the transportation industry. Seldom does our profession focus on how success in family and home life may enrich managerial and leadership skills. Some recent new research from the Terry College of Business at the University of Georgia showed that positive experiences and gains from our home life can transfer into more successful leadership behaviors at work. Instead of their family lives detracting from work, the research showed that positive home life experiences can make good managers even better ones.

The researchers pointed out that skills learned at home- especially those that involve raising children- are transferable and can be intentionally applied to workplace leadership. Skills such as:

- 1: Aiding others to be successful,**
- 2: Celebrating successes,**
- 3: Identifying people's strengths and building on them,**
- 4: Working with others such as other parents to carpool or babysit or teaming with teachers and coaches to foster achievement of a common goal,**
- 5: Showing respect, concern, or enthusiasm appropriately,**
- 6: Holding others accountable,**
- 7: Setting boundaries, and**
- 8: Communicating what needs to be accomplished in relatable language and terms.**



NORMAN WINEGAR

LCSW, CEAP, ACSW, NCAC II, DOT Qualified SAP,
Chief Clinical Officer of ESPYR, a Marietta, Georgia
based behavioral health company

Underlying all this is relationship building- a crucial skill in the workplace where largely work gets done through relationships.

Just like children at home, your employees respond best to managers who are empathetic, who teach and guide them, who celebrate their successes and teach from their setbacks. Employees want managers who practice gratitude, communicate honestly and well, and importantly show good emotional intelligence in interactions with their employees and with customers. They want managers who care for them, who responsibly watch over them, who treat them with dignity and respect while expecting reciprocal behavior, and who communicate the organization's mission and confidently lead them toward its accomplishment.

Has the pandemic has caused you to slow down a bit? To think about what is important, and think more about your family and home life routines? Maybe there are a lot of lessons to be learned. This new research is teaching us that lessons learned at home are highly transferrable and can help us be better managers and leaders at work. And without taking another leadership course!

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