



A N O T H E R
ERBAN
REPORT
C O O L M O V E

THE NEWSLETTER OF THE ERB GROUP OF COMPANIES
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Another Cool Move



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Erb

NEW HAMBURG
ONTARIO

EXTINGUISHER INSIDE

FOUNDER'S

Vernon Erb

Today I want to recognize and pay tribute to the many people and companies, who over the past fifty-eight years, have been involved in making our company what it is today.



Space and time does not permit me to mention everyone within the Erb Group of Companies at this writing.

It all started out when Laverne Hartung of Cox Construction offered me a job to buy a dump truck to help rebuild the highway between Stratford and Milverton in 1959. I lasted all of one week at this job. It was a very rough job, so I quit; however, later on I worked with Cox on other jobs for several years.

Ray Baechler (Wayne's father) offered to sell his egg trucking company and gave me good terms on the purchase.

Next Milo and Ross Shantz bought a turkey processing plant and offered the job of delivering their product. This was the first of the refrigerated trucks we operated in 1965.

In 1970 Sol Leder of ICL had bought Lewis Transport for their operating authority into Toronto and St. Catherines along with the authority to haul refrigerated anywhere in Ontario. They were in general freight and mostly hauled for General Motors out of Detroit and not too interested in the refrigerated portion of this license.

Mr. Leder had many offers for the refrigerated portion of the license, but it seemed when I visited him in Detroit to inquire about price, etc, he took a liking to what I was trying to do, so before I left his office we had a deal. As many of you know, this was the key that unlocked the door to be able to haul refrigerated food anywhere in Ontario during the times of regulated trucking.

A few years prior to obtaining these operating licenses we had two tractor trailers, but only needed one during the winter and spring until turkey season in the fall. Walter Hachborn from Home Hardware approached me to lease one unit and a driver from us to experiment taking their product from St. Jacobs and deliver to their stores in the Maritime Provinces, which we did until after we purchased the Lewis refrigerated license. It was a good boost for us to keep our trucks busy.

Following the purchase of our refrigerated authority, we immediately had many new customers and many of them are still loyal customers fifty some years later. Many of the individuals we did business with are no longer with us; however, the companies still exist.

I'd like to mention a few of the original customers that shipped their goods with us during that first year, but were hesitant to take some of their freight from an existing refrigerated carrier. Ross Sider of Rich Products was one of them and he told me years later, he had hoped and prayed we would deliver, as he did not have his company's blessing when he switched carriers, but confirmed later he was well pleased with our service.

Other companies that used us in the beginning were:

Murray Hiese - Fearman's Meats

Stan Speers - Canada Packers (Maple Leaf Foods)

Al Borthwick - Trenton Cold Storage

Lorne Anthony - J.M. Schneiders (Maple Leaf Foods)

Paul Speck - Safeway Stores (who got us involved in

Roy McMillan - Hershey Canada

Clarence Hallman - Burns Meats

Thunder Bay)

We also owe our gratitude to suppliers and services. Ron Linesman serviced and repaired our trucks at his farm garage day or night. Ted Dietrich, an IH truck and tractor dealer, did some repair work until we bought our own facilities in New Hamburg.

In 1989, when deregulation appeared in our industry, we were faced with a lot of new competition and as a result lost some accounts and had to decrease our hauling rates, and therefore were unable to meet our financial obligations to

MESSAGE

pay our accounts within thirty days as we had in the past.

Some of our suppliers cut off credit to us; however, I know of at least three that had faith in us and extended credit for at least 90 days and beyond. They were Jack Kirby of Kirby Truck Sales, Bob Breadner and Bill Reinders of Breadner Trailer Sales and Ron Ninnis, Toronto Thermo King. Also Bruce Boucher our fuel supplier from Petro Canada did all he could to continue a constant supply of fuel.

As our company was growing, we needed more professional advice and assistance. That is when Ian Tilley stopped in at my office to discuss a possible merger with one of his clients. Ian was a partner with the accounting firm Martin & Tilley in Chatham. The merger never did occur, but in conversation with Ian, I realized our need of an auditor, advisor, and consultant and felt comfortable to pursue this with him. I think that was one of the better decisions I made as Ian has been very much involved over the years to help our company to be more professional in many ways. Ian is retired and we now use Grant Thornton LLP, the successor to Martin & Tilley, with an equally good accountant, Paul Coleman.

We also needed a good law firm. In 1965 Milo Shantz introduced us to Gordon Mackay from the firm Mackay, Kirvan and Guy which is now Gowling WLG which we still use today. Mr. Mackay represented us at many of the Ontario Highway Transport Board hearings in support of applications or objecting to competitors' applications. In 1970 he assisted us in the purchase and transfer of the Lewis license and spent many days with us at the OHTB hearings in a long drawn out affair where our competitors did not want to see the transfer of these rights and wanted to prove they were dormant. Mr. Mackay was well respected at the OHTB. He arranged and presented a strong case on our behalf and eventually, six months later, the decision was made in our favour.

Also, of great importance in our business are the banks and lending institutions. Our primary bank is Canadian Imperial Bank of Commerce; we have had a good relationship with most of the managers. One that stands out in my memory was Harvey Wood who was from the New Hamburg branch. He was always quite generous and I think sometimes he gave us more credit than we deserved. As we grew, our needs became greater and we later transferred to CIBC Commercial Banking and are pleased with the relationship and cooperation of manager Mr. Jim Bott.

For years I also dealt with Ted Lamont who work for IAC and later Citi-Bank Leasing, financing most of our trucks and trailers. Today I am sure we deal with a variety of lenders who finance the purchase and lease of equipment.

Turning to the U.S., we contacted U.S. transportation lawyer Max Powell to help us obtain authority to transport meat from Ontario to New York and P.A. from the I.C.C. (Interstate Commerce Commission). He knew many of the officials at I.C.C and was able to secure these rights for us when the U.S. was still regulated. After Mr Powell's passing, Don Sindall (my first employer in trucking) introduced me to his U.S. lawyer, Jeremy Kahn, who represented us in the U.S. during and after deregulation and helped us comply with all regulations and requirements until his retirement a few years ago. Today our attorney is Eddie Whelan with King and Ballow in Nashville, TN. for our Canadian companies and McNees Wallace and Nurick L.L.C, with Joshua Cohen our contact person for Erb Transport Inc. and Beam Leasing.

Glenn Beam was our original accountant when we commenced operations in the U.S. The firm Weinhold Nickel and Co. with Kyle Smith is our contact person now.

To all the above individuals and companies we owe a tremendous amount of respect and thanks for the time and effort you have displayed in the years you have come alongside our company and helped to grow and maintain our reputation in this wonderful world of trucking since 1959.

I am sorry and am sure that I missed others who assisted us on our pathway of growth over these many years. We feel truly blessed and thankful to the Lord that he has allowed you wonderful people to cross our path and be a part of a company that I never dreamed of 58 years ago.

I must close with this thought I would not know where to begin or end or have the time to convey my and my family's thanks to all of our own employees who over the years have contributed so much to the welfare and reputation of Erb Transport. Thank you for all your loyalty, accomplishments and dedication to us.

PRESIDENT'S

Wendell Erb

Vendor compliance penalties, electronic on board recording devices, hours of service, etc. have got me thinking lately.



Why is the trucker asked to accomplish the impossible all the time? I think I have the answer; every logistical move is designed to move freight through buildings efficiently. The building physically does not move, it has a fixed number of doors and can schedule labour to move freight inside. The truck making the delivery to the building door is the piece of the puzzle that has to make adjustments to make the building efficient. Efficiency in a building is all about keeping the freight moving and labour working without having too much or any inventory or people standing around waiting for freight to move. Things like receiving goods from 6 PM to midnight so the building can ship outbound from 2 AM to 8 AM. Then you mix in different departments like grocery, produce, meat, etc. and each one has a different ship/receive hour window. Since the building does not want to hold and pick from inventory, receiving becomes just-in-time and also small quantities sometimes less than a pallet. What happens when the truck is late? Orders are short shipped, store shelves are empty, dock doors sit empty when the

truck never showed up. Labour is unproductive waiting for the just-in-time freight. Then the late trucks arrive but the building has no available doors because the on time trucks are occupying them. Things can go off the rails quickly when volume spikes and trucks don't show up on time. We get it, we don't try to make mistakes, but stuff happens in the world of trucking.

The common solution to make the building efficient is called a vendor compliance penalty. If the building can levy large enough penalties, surely the truck will show up on time. While we are at it, let's penalize the vendor for all kinds of other irritants that make the building inefficient, like broken boards on pallets, or not having a P.O. number written on the Bill of Lading in proper position and so on. All of the rules of doing business are spelled out in a contract with the vendor before any goods were ever sold. All vendors are eager to sell their goods so they accept the conditions of doing business in order to make the sale. What is frustrating is the vendor compliance virus is contagious. It has spread though most of the largest buildings in North America and each building creates a new strain of virus with new things like penalties for changing an appointment less than 48 hours before delivery. The buildings are also addicted to the virus, it has become so lucrative and easy to deduct from the vendors it is now a competitive advantage or disadvantage if you are not a participant.

Some vendors grudgingly accept the compliance fines as a cost of doing business, while others think that a compliance fine for a late truck is the carrier's responsibility. Regardless, it does not make for any positive communication between vendors and carriers. Someone has to ultimately pay for these penalties and it will be the consumer in the end ultimately. The vendor needs to build in percentage points to the selling price of their goods to offset the deductions. Carriers need to price in all the costs of doing business in such an inefficient manner. Compliance penalties cannot be included in the cost of doing business as a carrier since they are so exorbitant, many times it is more than the freight charges to deliver a shipment. It all adds up to goods costing more in the store.

MESSAGE

Add on top of this the rules of actually trying to make a delivery. Things like, don't arrive before 1/2 hour of your appointment. Don't change your appointment without giving 24 hours notice. Once unloaded, immediately vacate the property. Don't ask to use the washroom. Any delays are the vendor's problem, not the receiver's.

Now we add E-logs to the situation. If all loads left a local terminal for final delivery, e-logs do not add much extra complexity but that is not always the case. Many loads are travelling overnight or cross country into an area without a local terminal. An ideal customer will allow a truck to arrive 10 hours before delivery or allow the driver to complete his off duty time after delivering the load. Sadly this situation is few and far between. Our driver's productivity is only going to drop if our trucks become motels waiting to recover hours to drive again. Unless receivers and shippers recognize this fact, freight rates will be going up to compensate for the inefficiency.

While I am on my rant, let's talk about green. When I started trucking we would hand pile a 45' trailer with 48,000 lbs. and take it to one distributor where I would spend 4 - 5 hours unloading. There was not one wasted foot on the trailer. Today, we deliver 2,000 lbs. at 1 a.m., 3,000 lbs at 3 a.m., 1,500 lbs at 7 a.m., and so on. What is green about delivering a couple skids on 3 - 4 different trailers over a 24 hour period that all could have fit on one truck? Obviously building efficiency trumps being green.

Until next time, drive safe, Wendell



CANADIAN OPERATIONS

Kevin Cooper



I've been reminiscing about my time at Erb recently and the changes I've seen since I joined the company in 1985. At that time we had 3 terminals: New Hamburg, Toronto and Thunder Bay and about 175 people. Dispatch was all done on paper, manifests were handwritten and our invoices to our customers were typed up daily on a machine (I guess you could call it a computer) with 1 megabyte of memory (yes, that's 1 MB). Technology was different also: no cell phones, no internet, no laptops, tablets, PC's or satellites. Radio's, cassettes and CB's were the main entertainment in the truck.

In the larger picture (my apologies to those under 30 reading this): In 1985 the first Compact Disc (CD) was released, Ronald Reagan was the U.S. president, Windows 1.0 was released, the average price of a house in Toronto was \$109,000, the Canadian Prime Minister was Brian Mulroney, 'Back to the Future' was a current hit movie and the price of gas in Canada was about \$.40 per litre.

It was also in 1985 that Erb bought its first computer – an IBM system 36 running a piece of software called LTL 38. This started us on the path of technological improvement we have continued on ever since.

When I first joined the company as a newly minted Chartered Accountant of 30, my career goal was to be here 5 years and move on to something else. Those 5 years have stretched to 32 years and I can say with certainty that I've never had a boring day and not many quiet ones. I am very thankful for the many opportunities I have had to learn new things over the years and work for people (the Erb family) who value people. That is certainly one of the big reasons I've stayed.

Another thing I have really valued is the tremendous people who work and have worked for this company over the years. The number of people who go the extra mile daily, care about the customers and their fellow workers is amazing. I had a customer tell me a couple of days ago that we have far exceeded their service expectations and that we often perform 'freaking miracles' (his words) in delivering their freight on time. That doesn't happen without great people!

While it is fun to look back on the changing landscape we have come through, we also have to keep up with changing demands from the business, governments and the consumer on both sides of the U.S./Canada border. Change continues to happen at a faster and faster pace. Our tasks for the next year include:

- Successful implementation of our new computer system (TMS). This is going to be a challenge but we have got staff that will be successful in using this new tool we are installing.
- Implementing our business strategies across all our operating companies to improve efficiencies, profitability and customer experience. Our customers need both outstanding service and timely and accurate information. (That is another reason we are introducing a new operating system).
- Continuing to attract and retain the best employees. We do not ever want to take our dedicated people for granted.

The business environment for trucking also continues to change:

- Electronic logs will be law for all companies south of the border by the end of 2017. Can Canada be far behind? This should put all carriers on a more level playing field as it concerns using our driver resources.
- New minimum licensing standards for truck drivers obtaining their licenses in Ontario will take effect July 1 standardizing and increasing how much road and classroom time a professional driver needs to get a license.
- Food safety rules are already in place in the U.S.A. increasing the standards for the production and transportation of food. Erb is already ahead of the curve in safe food handling so we have an advantage over some of the competition.
- Prices of new vehicles have increased over 25% in the last couple of years due to increased prices and a weaker Canadian dollar which significantly increases the cost of doing business.
- Intermodal movement of refrigerated freight is growing, resulting in lower freight rates on some shipments. Fortunately Erb is taking advantage of that change resulting in higher volumes particularly to Western Canada.

While none of us can know exactly how the future will unfold, it will be filled with positive challenges which I know our employees will meet. One guarantee – it won't be boring!

THANKS FOR ALL YOU DO EVERYDAY!

INTERNATIONAL OPERATIONS

Kevin Erb



As I'm sure everyone is well aware, the Erb Group of Companies saw many changes at the start of 2017. When Bruce Jantzi stepped down from his role as Sr. V.P. of Erb International/KDAC to pursue semi-retirement, changes were made in order to best replace his many roles. I had the privilege of becoming Director of U.S. Operations. I started working at Erb Transport washing trucks in June 1984. Since then I have worked in the yard, Canadian Dispatch, U.S. Dispatch and most recently as Operations Manager. I have enjoyed all these roles and can say that I am enjoying my newest one too!

Stepping into a new role always comes with a steep learning curve. In the past 6 months I have learned a lot and have Bruce to thank for helping with the transition and always being a phone call away. Erb is part of the TC05 Benchmarking Group which gives us a chance to meet with other carriers, discuss best practices and allows us to compare shared challenges within the industry. Internal weekly operations meetings at Baden have also allowed us to discuss challenges and

come up with new strategies. Both of these opportunities allow us to constantly learn from other carriers and departments and improve on the way we operate, making our company stronger and more competitive.

These past 6 months have gone by quick. It's been busy and productive and I look forward to seeing what the next 6 months and beyond brings. It's been great to see the arrival of some of our new trucks and many more are on their way. I am confident that our professional drivers share this excitement and will continue to appreciate our equipment with the utmost care and respect. We are always receiving compliments about our drivers and they continue to make us proud. We are also always looking for more drivers to join our team!

Lastly, thank you Wendell for showing confidence in me and to everyone else for their support and encouragement. With Erb BBQs around the corner, it will be great to travel to other terminals and meet more people within the company. I look forward to learning more in this new role and working to provide the best service to all our customers on both sides of the border.

Wishing everyone a great summer and safe travels!

Kevin Erb
Director of U.S. Operations



K-DAC OPERATIONS

Adam Jantzi



In the last episode of my K-DAC story, I spoke about some of the challenges with accidents, which were both preventable and non-preventable. It would be a great news story to report that since I last wrote there have been no more accidents and things have been better than ever. I wish that was the case. Late in 2016 we had more major accidents which ends up affecting everyone. On the bright side, I would like to thank Driver Services for the fantastic distracted driving presentation given, as it shows in the presentation it is so easy to become distracted by so many different factors. We all lead busy, fast paced lives with up to the minute updates on everything at our fingertips. It's so important to realize it's not just our drivers that are distracted; it could be every vehicle on the road. It's so important to stay alert at all times. We are lucky at K-DAC and the whole Erb Group to have so many good professional drivers out there.

We have made many changes in the last 7 months at our shop. We had a change with our supervisory roles in the shop. We also had a change with our shop licence. I want to thank Jim Pinder, Gerry Spachman and Erick Buhr especially for all the help and support they gave when we were short staffed. I also want to thank the Baden truck and trailer shop for helping us out with safeties while we were transitioning our shop license. Last, but not least, thank you to our mechanics for all their hard work and dedication. There have been many changes and generally no shortage of work. We had over 20 new tractors come into the fleet, we sent back over 20 tractors at the end of the lease, and we also had an exchange on 15 trailers. We also look after the new Erb truck PDI's, and add in regular maintenance to the running equipment. We expect a lot and I am pleased with the effort that we see.

On February 13, we welcomed Ken McKay into the shop to take over as Shop Supervisor. Ken has been with K-DAC for a long time, well before the Erb Group took over. Ken is a very hard worker and has a great attitude that will help our shop succeed. We have also appointed Jamie Gutzeit as the shop lead hand. Jamie has also been with K-DAC for a long time; he has an extreme amount of knowledge and is fantastic at diagnosing mechanical issues and getting to the root cause as efficiently as possible.

I hear about the challenges for drivers finding parking spots. Check out the app Trucker Path for your smartphone. It could possibly help save you time and frustration, especially if you are in an area you aren't really familiar with.

The hockey season is almost over, but I would like to share a pic of jersey day at K-DAC when the playoffs started. The Leafs making the playoffs...how amazing is that! We prove in this pic that no one likes the Montreal Canadians! Bruce Harnock deserved the beating he took from wearing that jersey! Have a great summer everyone!



INFORMATION TECHNOLOGY

Vic Thiessen



13 (Thirteen) months ago, the Erb Group started the project to replace its TMS (Transportation Management System) with the TruckMate TMS software. This project, being primarily carried out by the Core Team (Alex Egerhazi, Chris Jantzi, Sheila Kirtz, Carol Roth, Mike Treischl, and myself), has been a significant challenge due to the scope and size of the project. The target GO LIVE date to begin using the TruckMate software is **January 27, 2018**, only 35 weeks away!

The major focus of the project in early 2017 has been Super User training. A Super User, selected from Operations, is an individual who applied to an opportunity to be “a participant in something totally NEW with really BIG expectations and impact to the Erb Group of Companies”. Responsibilities of the Super User are:

- Attend TruckMate Super User Training
- Provide front-line support for all users within their Department – answer questions and help users navigate through the new system and report issues to the TruckMate Core Team for resolution
- Provide informal, one-on-one coaching
- Provide feedback and input on user documentation to the TruckMate Core Team
- Maintain training records and monitor user progress

25 (Twenty-five) individuals, representing all terminals and divisions/companies were selected as Super User candidates. Super User training consisted of a weekly 2 hour training session for a total of 6 weeks. Super User candidates from Winnipeg, Thunder Bay, North Bay, Ottawa, Trenton and Montreal participated via ‘remote’ webinar technology, while those from Baden, Mississauga (including Walmart and Regional) and K-DAC attended in person. After each weekly session, Super User candidates were given a quiz and homework to help the Core team assess whether training concepts were being understood. After the 6 weekly sessions, a 2 day “hand’s on” training event was provided. These training events were held at the Montreal Terminal (9 people), the Mississauga Terminal (8 people) and the Baden Terminal (7 people). Everyone appreciated being together in person, especially the ‘remote’ users. The 2 day event was a great success.

Some gaps still remain with the Super User training material. The Core Team is still working through the best dispatch processes to use in TruckMate. There are pros and cons to each dispatch ‘path’ that need to be fully understood before committing to them. The delay in securing the best dispatch processes is holding the Super Users back from starting the training they will do with their terminal/division/company staff. Rest assured, sufficient time remains for Erb staff to receive the necessary training to be prepared for GO LIVE in early 2018.

Erb IT developers have been learning additional new software in preparation for the TruckMate GO LIVE start up. Mary Jane Keeble and Sia Askari have taken on learning Cleo Clarify (EDI software) while Diane Heyer, Paul Reid, Brenda Penner and Sue Martin have completed training in SAP Crystal Reports (report development software). Alex Egerhazi is a member on the TruckMate Core Team, as well as leading the SQL learning and development used in TruckMate, for the rest of the IT developers. Val Sanderson, along with her TMT project responsibilities, continues to hold all the IT development pieces together. Thanks Val! IT Help Desk staff, Laura Metcalfe and Lynn Robertson have been installing 22” monitors on most Erb PCs, plus setting up the PC Citrix software needed to access the TruckMate TMS software. Darryn Nafziger, Systems Administrator, has been busy with several large projects, including setting up new server hardware to host the Citrix software. The MPLS network installed by Bell Canada this spring has been activated. Employees in New Hamburg, Baden, Kitchener and Customer Service in Mississauga will be receiving new VoIP telephones shortly. Lots and lots of change!

Have a safe and happy summer!

SALES &

Dale Bauman



Peter Drucker is a favourite business author of mine who is considered the father of management thought and theory. In 1973, he wrote a 550 page book titled “Management: Tasks, Responsibilities, Practices” and then it was revised in 2008. I am taking some thoughts from this book today and hopefully they make sense to all of us. I would start with the good news that we are all in management and need to make decisions on how we spend our time, how we treat people, what we do with our money, etc. We are called to take responsibility and contribute to a common cause, and we are asked to solve problems. We all have the power to influence our friends, family and the people we work with.

The problem is management involves people, power, responsibilities and discipline, to name but a few areas. Many times we think, “If I was just one more step up the ladder I could make a difference” or, I would be happy if I could “boss other people around”. The funny thing is it does not matter how far up the ladder you get; there is always someone that is holding you accountable. When you are President and CEO

you have stock holders to keep happy. There is always someone over you.

Drucker makes the point that management should be focused on responsibility and contribution, not power and authority. The successful manager focuses on: setting objectives, organizing the activities of their department, and building a team that meets the goal that is set. In the end, the successful manager helps his people develop and most of all he must develop himself. This manager knows that he must perform and it must be done with integrity and with strategic planning.

Now back to people like you and me. We are all managers and so we all need to grow to be successful at what we do. We all need to act with integrity in order for us to achieve the goals we set for our lives, our homes, our team and any situation we find ourselves in. This life is full of challenges and not all of them are fair; this life throws many obstacles in our way and yet we find the strength to overcome. It is not the cleverest, or the one with the high IQ, but it is the one that lives with integrity and character that has the best resources to overcome and to succeed. We will be successful managers of our lives and situations when we take responsibility and contribute to the people around us. We do not need power and authority to make a difference.

The last point I want to give from this book is Drucker’s observation that “if a problem has been defined incorrectly, no solution to that problem can be found”. Think about it. If you have the wrong definition of the problem you will always get the wrong answer. It does not matter if it is a math question or a people problem. Many times we are faced with problems and we think we have the solution and we need to step back and see if we have defined the problem correctly. The problem may not be my co-worker, it may be me. OUCH!

Now go and manage your life and enjoy the ride!

SERVICE

John Dutzi



The one constant in our culture, whether in society, business, or government, is change. We know that change can be either positive or negative depending with which lens we view the change. My perspective will be within the context of Erb International's role in the North American food supply chain. Our menu of services has expanded over the years with positive results in providing more services for our customers.

These services today comprise handling less than full truck load (LTL) to full truck load (FTL) over the road transportation within Canada and between Canada and the U.S. Our Logistics Team continues to provide a niche for ensuring we can handle all of our customers' service requirements along with developing complete service solutions to other customers. A recent change for Erb International was implementing an intermodal solution for a major customer to transport their goods from the Toronto area to Western Canada. This change has been successful for both our customers and us. There are opportunities for this service to be expanded.

An interesting development over the past number of years has been how Third Party Logistics (3PL) companies and smaller sized non-asset logistics companies continue to explore opportunities with Erb. Some of the business conducted is transactional, while others are more relational. One negative aspect of working with 3PL companies is the fact that conflict can occur when Erb has the same customer as the 3PL company. In cases like this we decline to participate in the RFP.

Another major shift the last number of years is with major companies, in both Canada and the US, using the Request for Pricing (RFP) method for benchmarking prices and testing the transportation marketplace for new carriers. Results from an RFP vary. Sometimes as an incumbent we are successful; other times we are not. There are times with potentially new customers who submit RFP's; we are successful at acquiring their business.

Many of our customers in the U.S. with whom we work continue to compliment Erb for our professional staff; this includes Drivers, Operations, Administration, and Driver Service staff. Let me add that this compliment is for all of our Erb Group Team members. Each of you is valued for who you are as a person and the function that you perform. We recently had a conference call with a major U.S. customer who stated as a matter of fact that Erb has one of the most respected names in the supply chain as a temperature control carrier. We have a strong, varied customer base, which provides good consistent business, for which we are thankful.

A major change with customers is in the area of vendor compliance issues, desiring to charge back carriers when certain performance criteria aren't met. I encourage the continuation of positive proactive communication with our customers when issues occur relating to the pickup and delivery of a customer's order. An important change has been the need to advise our customers when we are unable to maintain a pick up or delivery appointment. We, as a group, need to do all we can do to mitigate our customers receiving vendor compliance fines. Overall we have a great on time performance record.

Internally there have also been positive changes. The senior management structure changed at the beginning of 2017. Change will continue to occur with the implementation of the TMS system in January, 2018.

In closing, our industry has its share of challenges. Our choice will be to adapt positively, making necessary changes for continued success. We are confident, by the grace of God, to continue the tradition started over 55 years ago by Mr. and Mrs. Erb, in terms of delivering on our promises. This promise needs to remain steadfast.

Thanks to the complete Erb team for the support provided to us in sales.

May you all have a super spring and summer. Shalom,
John, V.P. Erb International Sales

HUMAN

Dave Dietrich



The youth movement is alive and well here at Erb Transport and I couldn't be more pleased!

While the average age of an Erb driver is approximately 54 years old, it's exciting to see some fresh, young employees joining our team. We recently produced a recruiting video (go to www.erbgroup.com to have a view) and two excellent young, recent driver hires consented to provide testimonials. Tammie-Faye Connor (Mississauga AZ Night-Rounder), a bubbly, enthusiastic young lady and Corey Strauss (Baden AZ International Driver), an eager, well-spoken young man, both did fantastic jobs on the recruiting video. Examples of this "youth movement" can be found throughout The Erb Group of Companies, such as right within my own team with Kathy Cochran, Jacqueline Culham, Katerina Despotovska and Melissa Dubeck.

Millennials or Generation Y are the terms used to describe individuals born roughly between 1980 and 2000 (i.e. currently 17 to 37 year olds). They recently overtook the Baby Boomers (born between 1946 and 1964) as the largest cohort in the Canadian workforce and are the fastest growing. However, according to Trucking HR Canada, Millennials represent only a small percentage of the trucking workforce. In fact, here at Erb, only 13% of our workforce is Gen Y.

Some might stereotype Millennials as spoiled, entitled or perhaps even lazy! A generation is formed by its experiences. Millennials grew up during a time of economic prosperity, but also lived through some difficult and emotional events such as the 9/11 terrorist attacks. This was the age of globalization, Internet access, constant communication and the proliferation of technology. We, their parents nurtured and structured their lives. We told them to "follow your dreams", that they are special and we gave them trophies just for participating (i.e. everyone's a winner).

Many of the values and traits we typically see in Gen Y's are confidence, optimism, civic-minded, tolerance, diversity-focused and are usually goal and achievement oriented – certainly very admirable qualities. Their work is a means to an end and a source of fulfillment for this generation. They want to do something that is meaningful and they want to be challenged. They value leisure time and experiences over things. They prefer to communicate through face-to-face, text messaging and of course, social media (e.g. Twitter, Facebook, Instagram, YouTube, etc.).

We have to remember that not everyone is the same. We can't stereotype or pigeonhole everyone born within a certain generation as possessing all of the same traits and characteristics. However, this information can be used to help us understand the different generations, their values and characteristics.

RESOURCES

So for all of us non-Millennials, here are some tips on how to relate with our younger coworkers:

- Don't underestimate youth's resourcefulness
- Make sure what you say is what you do
- Gen Y's don't consider hierarchy or experience as irrevocable sources of legitimacy
- Be inspiring rather than instructive
- Accept innovation and the speed of change
- Offer to mentor but also accept a Millennials' reverse-mentorship – for example, ask them to assist you in learning some new technology
- Encourage and support collaboration
- Recognize the strengths of everyone, no matter what their generation

So what does this all mean for the trucking industry and for Erb? We need to highlight the positives of this great industry, such as earnings opportunities; lifelong career opportunities; the benefits of driving such as travel autonomy, independence and challenge; emphasis on skills development; and the fact that the transportation industry provides a service that matters and is critical to our economy. The industry needs to adjust work to include training and skills development; mentorship opportunities; opportunity for growth, promotion and challenge; ensure that technology is part of their jobs; providing open communication and prompt feedback; and having effective recognition programs.

Specifically, here at Erb, our purpose is “We deliver food to your family’s table”. How do we do that?

- Employee-focused: safely, rewardingly, professionally
- Customer-focused: accurately, on-time, at the correct temperature
- Business-focused: profitably, efficiently, cost-effectively

This is a tall order. It's a very important, even mission-critical, job of feeding our nation. Without our service, Canada would not receive the food they require to eat and survive! Therefore, this is something that we can all be proud of and be motivated by, especially our Millennials.

So when you're chatting with one of our younger team members, set aside those typical stereotypes, but rather think of them as confident, optimistic, civic-minded, tolerant, diversity-focused and goal-oriented.

Welcome to all of our Gen Y's and we appreciate the great values you contribute to Erb.

CORPORATE

Jim Pinder



It has been said that when a baby is born so is a grandmother, and I can attest to that. Over the past 8 months both Olivia Anne and Grandmother Barb have been developing just fine and are happy and healthy.

Congratulations to Luke Ruby in the Baden Trailer Shop for what he has been able to accomplish over the past two years. With lots of distractions culminating, he successfully challenged the 310 J Truck Trailer Certification Exams. Well done Luke. Welcome to the journey person category.

At this time of year the Senior Management Team, Terminal Staff and Wayne Baechler are busy developing the annual barbeque schedule. Be sure to participate in the event at your terminal as these are great opportunities to speak with management while they prepare you a tasty meal. My participation will be limited on the Barbeque schedule this year as the maintenance department will be "GOING LIVE" with our new repairs and maintenance software program, TMT, the week of July 24th in the heart of the barbeque schedule.

A special thank you to Steve and his staff at the Mississauga Terminal, and Marc and his staff at the Ottawa Terminal for their hospitality when we rolled out the TMT training, as well as everyone who participated in the training. Supervision and support staff had an opportunity to work on TMT to generate repair orders, purchase orders, vendor orders, and inventory activity and close the orders into the system tracking history. The commitment of our SupERB TMT Core Team led by Kevin Becker and made up of Wanda Zilke, Val Sanderson and Irene Holdbrook has been amazing as they continue to contribute to the Erb Group of Companies daily success and dedicate countless hours to the TMT project. Having maintenance staff work with TMT as we maintain Solomon to stay current is giving us the opportunity to address short comings or "glitches" in the system and build a foundation of strength. Many of the shop technicians have mastered the Technician Work Stations and the functions they can perform with it, that were introduced to the shops with the training roll out. Thank you to every one for your support. Please continue to work with TMT to develop your expertise.

There have been challenges presented to the Core Team well beyond our experience or previous understanding and they have handled them masterfully. The challenges overcome are now filed as experience gained and preparation for the next challenge as we know there will be more. In some cases it been important to know who to go to for help or what resources to activate to overcome the challenge. In one major challenge the resource was Kim Barnes to get the vehicle Electronic Control Module (ECM) kilometer recordings to electronically flow into TMT. This was a deal breaker and thanks to Kim and support from David at KRISKA this challenge has too been overcome. Thank you.

Though we still, at this point, have a lot of work and some challenges ahead we will be going live the week of July 24th 2017 with TMT which is very exciting as that will get us solidly on the path to receive the benefits this enhanced system will provide us over our current program and prepare the maintenance department for when operations go live with Truck Mate.

It will be the support of everyone in the Erb Group of Companies' Maintenance Department and our many vendors that will dictate how smoothly and quickly we get to the level where TMT is the new normal and Solomon was an experience.

FLEET & SHOP

During the busy process that started at K-DAC in December 2016 and will continue for the remainder of this year as a large portion of the Erb Group fleet is updated with returning walk away and finance lease units being decommissioned and new units put into service, I learned a lot about the Erb reputation. But first a big thank you to Chris Merkley in the K-DAC Shop for his expertise and commitment to meeting deadlines in preparing our new equipment and Dave Weber for coordinating the movement of decommissioned units to the disposal sites. Both Chris and Dave will tell you it is a team effort, as they rely on mainly other Erb Group staff to make things happen. Your efforts are greatly appreciated and do make a difference.

Now reputation and its value. People will often confuse reputation and character; however, it is reputation which refers to the position one occupies or the standing that one has in the opinion of others, in respect to attainments and integrity according to official sources.

During the process of dealing with drivers, they assure me the Erb Group reputation assists them when working with customers, interacting with the motoring public, sharing the roadways with other professional drivers and dealing with enforcement officers across North America. The Erb reputation built over all these many years by all the SupERB employees is priceless, envied by others and needs to be maintained.

Vendors, big and small, constantly reach out to Erb with the latest and greatest invention to encourage Erb to purchase that service or product so they can utilise the Erb reputation to enhance their company's position in the transportation industry.

Associations and industry groups continue to court specific departments within the Erb Group to join and include the banner of their organization on Erb equipment or communications. To have the Erb name included brings credibility and opens doors to attract additional support and members.

As Erb Group employees, we need to understand the Erb reputation, be proud of it, build on it and maintain it with our actions every day. Do not take it for granted and do not misuse it. Your CHARACTER is what it takes to maintain the industry leading reputation the Erb Group enjoys. Do the right thing every time, be professional, be in charge of your actions and never walk past an unacceptable situation. The smallest action in many cases has the biggest effect on a reputation, every action has an effect. Thank you all, keep up the good work.

There is new technology being added to the fleet as we introduce ORBCOMM two way reefer telematics to trailers and state trucks beginning in July. This will address our customer's request for live data on their products in our trailers and truck bodies. This will address many of our operational challenges as the ORBCOMM equipment is installed and information flows electronically into TMT and Truck Mate.

Thank you to those who contacted me at jpinder@erbgroup.com with questions and feedback about our equipment specifications and fleet maintenance operations.

Please drive defensively and travel safe! Very Best Wishes for a SupERB Summer!

Jim Pinder



ERBAN PROFILES



Ken McKay
Shop Supervisor
K-DAC

How long have you worked at K-DAC?

17 years

If you could invite four famous people to dinner who would they be?

Don Cherry, Sydney Crosby, Wayne Gretzky, and Bobby Orr

Name the top two things on your bucket list:

1. Get my pilot's license 2. Fly a plane over the Grand Canyon

If you could go on a long haul drive with anyone, who would you take?

My better half

Do you have a favourite pastime or hobby?

Farming is in my blood

What was your favourite childhood toy?

Hockey stick



Katerina Despotovska
Human Resources
Assistant
New Hamburg

How long have you worked at Erb?

4 Months

If you could invite four famous people to dinner who would they be?

*Marilyn Monroe, Channing Tatum, Hilary Duff and Betty White
- Because can you imagine.*

What was your favourite childhood toy?

Barbie's. Lots and lots of Barbie's

Would you prefer to visit Earth in 2100 or travel back to 1900?

I would prefer 2100, I already somewhat know what happened in 1900, but to discover the unknown would be amazing! Think of how advanced technology would be by then...

Name the top two items on your bucket list:

1. Travel across each continent 2. Own a luxury boat

What did you want to be when you grew up?

I had phases. Mostly a Teacher or a Lawyer.



Phil McQuillan
Account Manager
Toronto

How long have you worked at Erb?

7 years

What is your best Erb/K-DAC memory?

"Paula, Gaston, Phil, can I see you please"

If you could go on a long-haul drive with any person, alive or dead, who would you take?

My Dad, he used to drive and it would be fun listening to his stories and watching him yell at people from the passenger seat

Invite four famous people to dinner, who would you choose and why?

Chris Farley, Kevin Smith, Kevin Hart & David Spade. Do I really need to explain why? Best..dinner...ever!

If you could have one superpower what would it be?

Super Strength (HULK SMASH)

Name the top two items on your bucket list

1. Seeing Metallica live (which I am doing in July!) 2. Vacation in Bora Bora

Urban Profiles...



Brad Savage
AZ Driver
Toronto

How long have you worked at Erb?

2 years

What is your favourite pastime or hobby?

Motorcycling and Hunting

What was your favourite childhood toy?

Mini-Bike (dirt bike)

Would you prefer to visit Earth in 2100 or travel back to 1900?

Travel back to 1900

Name the top two items on your bucket list:

1. base jumping 2. Fly a fighter jet

What did you want to be when you grew up?

Police officer (K-9)

Go with out Television or fast food for the rest of your life?

Both, no problem



Rob Isaak
Dock Supervisor
Toronto

How long have you worked at Erb?

18 years

What is your favourite pastime or hobby?

Golfing with the boys

What was your favourite Erb memory?

Getting out of school to go on the road with Grandpa

What was your favourite childhood cartoon?

Fat Albert

Name the top two items on your bucket list:

1. Disneyland with my son who is 3 2. Visit Alcatraz in San Francisco

If you could have one superpower what would it be?

The ability to be in two places at the same time

If you could go on a long-haul drive with any person, alive or dead, who would you take?

Paul Holst

Johnsonville Big Taste Tour BBQ



Awards...

Top Fleet Employers 2017

Erb has won the Top Fleet Employers 2017 award! Thank you to everyone who helped us to achieve this award!



Central Ontario Regional Truck Driving Championships Award winners!

Congratualtions to Jeff Lambkin for his 3rd place finish in the single/ tandem class and Stew Jutzi for his 1st place finish in the straight truck class. Stew was also awarded highest points of all participants and over all Grand Champion!

Ontario Ministry of Transportation 2016 Road Safety Achievement Award

Erb has won the Ontario Ministry of Transportation 2016 Road Safety Achievement Award! For more than twenty years, these awards have recognized the outstanding contributions of individuals, groups and organizations who work to improve road safety in Ontario.



ERB NEWS



Superb Award Winner - Michelle Erb

Michelle put herself in harms way to stop someone from falling on the stair case. Way to go Michelle! Your kindness and bravery is greatly appreciated by all!

Superb Award Winner - Kyle Hietala

Kyle performed the Heimlich maneuver and called for the ambulance to be called when a coworker was choking in the lunch room. After the ambulance arrived Kyle returned working and finished his shift. Thank you Kyle! Your actions helped save the life of a coworker!



Thank You...



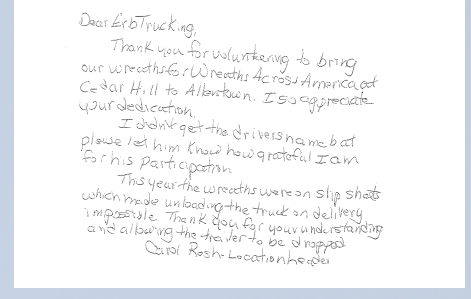
Erb Transport is a proud supporter of the Ontario Association of Food Banks

May 16, 2017 Dale Bauman, VP of Sales (right), attended the OAFB Donor Appreciation Event, where Erb was recognized for their dedication to transporting goods to food banks across Ontario. Erb is fighting to end hunger and help those in need. Visit www.oafb.ca to see how you can help too!



Plattsville Christian School Says Thank You

"Erb Transport,
On behalf of Plattsville Christian School we would like to warmly thank you for picking up and delivering 30 computers to our school. Your helpfulness is deeply appreciated."



Wreaths Across America

Thank you to Erb and Erb driver Thomas Moore for delivering wreaths from Cedar Hill to Allentown for the Wreaths Across America fundraiser. The work that was done was very much appreciated!



Erb Transports Goods to Make a Difference in Sierra Leone "Erb Transport,

On behalf of the CanSerra and Make a Great Pass Board, I want to say my thanks and appreciation for your wonderful support on February 11, 2017.

This day marked a break through in our efforts to make a difference in Sierra Leone. With your support and Gerry Erb, a trailer loaded with 53 hospital beds and over 150 bikes was transported to Oakville, and on its way to Sierra Leone.

Words can't be enough to say our appreciation. Thanks so much for making this dream come true, and thanks for your contribution in making these needed items reach the many families.

Sincerely,
Bassie Kargbo - Director "

Erb donates trailer to help store and distribute Christmas Hampers for the Kitchener-Conestoga Rotary Club

On behalf of the Kitchener-Conestoga Rotary Club, we want to give a huge thank you to everyone at Erb who donated to the House of Friendship's Christmas Hamper program and helped us raise \$374, 113 for this great cause. Thanks to you, more than 11,000 local individuals were able to have a true Christmas meal on their table this year. You have outdone yourselves, and your generosity is appreciated more than words can say.





New Hamburg Office

Head Office Happenings!

Spring is in the air, the leaves on the trees are starting to blossom, we welcome the sound of the birds singing at dawn and we can hang out our laundry again for that fresh air smell! What a relief. We endured another winter. Winter is the time to hibernate and catch up on TV shows and movies. Thank goodness for Netflix!

The fall and winter months at Head Office were filled with much of the usual celebrations. It began with our traditional Halloween dressing up or wearing orange and black. The trick is to bring in a non-perishable food item for the Food Bank if you decide not to dress up or wear orange and black. Many dress up as well as bring in food items. It's a win win....thanks again to everyone for that.

Our spirit of giving continued by taking part in the annual Christmas food and gift campaign to help fill hampers for the less fortunate in our community. 'Tis the season for giving and we can always count on the team at Head Office to help. A BIG thanks to everyone for their continued generosity. What's the Christmas season without some fun? This season we brushed up on our cookie decorating skills. We had numerous choices for decorating Gingerbread and Sugar cookies. I think the best part was being able to eat what you decorated. Mm Mm good! And we can't forget our famous Christmas Pot Luck Lunch. We always look forward to the abundance of



wonderful food and fellowship we share at our lunch. Thanks to everyone for your yummy contributions to our luncheon table and for your Christmas spirit.

On Friday February 3rd we were drawn to the IT department by the smell of simmering soup. Diane Heyer organized a Soup Lunch to raise funds for her Dragon Boat team to attend the International Breast Cancer Survivor Dragon Boat Regatta being held in Florence, Italy, in July 2018. Volunteers donated 5 kinds of soup, homemade bread, cheese & crackers, veggies & dip and desserts. There was plenty of food for us and donations for the jar. Thanks to all the generous people we raised \$565 to help the Breast Cancer survivors reach their goal. Good luck at the regatta in Italy. Go team...keep on paddling!!



This year marked our 39th annual Baden/New Hamburg General Meeting on Saturday March 4, 2017. We had a great turnout at the Wilmot Recreation Complex where 78 guests gathered for breakfast, a business meeting and great door prizes. The management team's presentation was a great start to the morning. Following that we opened the floor for questions, and then continued with elections for the Employee Rep/H&S Committee. We completed the morning with our door prize raffles and the 50/50 draw. Roger Zehr's (Driver) name was drawn out of the hat which made him the lucky winner of our grand prize a \$100 Canadian Tire Gift Card. Thanks to everyone who had a part in making it a successful meeting.



After contributing almost 32 years to Erb, Marg Matthews decided she was ready for retirement. She began her career at Erb in September 1984 in the Rating department. In 1992 she transferred



to the Human Resources department as HR Assistant, and then progressed to HR Supervisor and finally HR Manager, where she stayed until December 2016. On December 29th we gathered for a retirement celebration to recognize Marg's accomplishments at Erb. Congratulations Margie we wish you much happiness. You will be missed. Enjoy the extra time you will have to spend reading, travelling and whatever you want, but most of all, enjoy spending more time on the golf course.

Many years ago when Cindy Shantz (Credit Manager) and Mrs. Erb worked together in the office, they realized how much it would benefit them if they hired someone to answer all the incoming calls. Wendy Lose was the perfect candidate for the job. She began her career as "the voice of Erb Transport" part-time in January 1988, which turned into a full time position by May. She was the receptionist until early 2000 when she made the transition to the Credit Department. After 29.5 years of answering the phones, calling customers and sorting through paperwork, retirement looked like a better option for Wendy. On Friday May 12th Wendy's coworkers and family gathered for a retirement celebration in her honour. Congratulations Wendy enjoy many days ahead of watching a Jays game, gardening, and especially having more time to spend with your grandchildren and great grandchild.

When retirements occur it usually means new opportunities and changes within the departments. When Marg Matthews retired from the HR department, Kathy Cochran, who was HR Assistant, was selected to fill the HR Manager position and Katerina Despotovska was hired to fill the open HR Assistant role. As well, when Sharon Kienapple retired from the Accounts Receivable department and Wendy Lose from the Credit department, this left opportunities for a few changes. Cheng Numekevor took on some of Sharon's responsibilities and Stacy Leu took over the accounts from Wendy Lose, which left 2 Credit Assistant positions open. Carrie Toman and Krista Wagler were hired to fill those positions. You may have had the opportunity to speak with Pramoda Pant in the Payroll department recently. She was hired as the Benefits & Payroll Administrator. Welcome all new employees and all the best to those in new positions.

When we heard the Toronto Maple Leafs earned a spot in the playoffs we decided to show our team spirit and support them by wearing team jerseys, hats, t-shirts or dress in blue & white....or even grow a play-off beard!! Go Leafs Go!! Better luck in the 2017 -2018 season!! Did you know the Maple Leafs jersey is one of the best-selling NHL jerseys among fans?



I believe that covers everything that's been happening. On behalf of everyone at Head Office thanks for reading our Erban Report. Enjoy a safe summer, especially when you are on your vacation. Be sure to say hello next time you visit us and remember we always welcome treats!

Until the next issue,

Patty Hobbs



Baden Terminal

Birds are chirping and spring has finally sprung at the Baden terminal. Spring has been pretty rainy so far but sunny days can't be too far away!! Soon it will be summer bbqs and summer vacations to enjoy.

The fall and Holiday season of 2016 may seem long past, but we have some great memories of special events that happened at Erb Baden terminal over those months.

Erb sponsored a family night out at the Firebirds hockey game in October. Erb supplied free tickets to employees and their family members to come out and support some great local hockey, and there was pizza to enjoy as well! It is always a great night out for Erb employees.



It was another great turnout at the Erb Excellence night at Bingemans in November. We celebrated employee milestones, enjoyed a fantastic dinner and fellowship, many great door prizes to win, and enjoyed some very "magical" entertainment.

Another fun family event put on by Santa's little helpers, was the annual Erb family skating night. As always it was a fantastic night for employees and their families who had an hour of ice time to enjoy skating around, and then it was upstairs to meet with Santa where each child got a special treat bag and chose a toy. Thank you to everyone who volunteered their time to make it such a special night for the kids – Katie Erb, Sarah Schweitzer, Amber Shantz, Cindy Shantz and the rest of the Shantz family, Nathan Roth, and anyone else who I may be forgetting.



Also leading up to the holiday season, the Erb Baden terminal participated in the annual food drive for our local Wilmot Resource Centre collecting canned goods and toys for families in need within our local community. This year Erb partnered with Erb 22 Racing Team who initiated the "Erb Drive for 5" event.

The idea was to come as close as possible to filling Scott Steckly's race car with food item donations for families in need. In appreciation for those who participated in this Food Drive, Steckly and 22 Racing held a draw for a Racing Prize Pack that included: 2 weekend passes to a local NASCAR Pinty's Series race in 2017, an official 22 Racing team hat and crew shirt. This amazing prize was won by Gerry Angell and his son who are from our local community and came out to see the 22 race car and give their donation. There were other prizes to be given out to those that donated non-perishable food items for this food drive – including Auto Glym (a partner of 22 Racing/Scott Steckly) who donated a terrific package of car care cleaning products; and from Mopar who donated 2 mugs and hot chocolate gift sets. Our own Baden dispatcher Heather Ridgeway was the lucky winner of one of the Mopar mug gift sets.



Hope everyone had a wonderful holiday season and is ready for warmer days full of family fun and sunshine! All the best in 2017 to all Erb employees and their families – enjoy your summer!!

Jessica Wagler





Elverson Terminal

Hello everyone in Erb land! It feels like summer has arrived a little early this year. I'm writing this on May 18 and it's supposed to be about 95 degrees today. But I'm not complaining! I think we all were ready for some warm weather. Things are going well in Elverson. We held a job fair on May 6 and got a good turnout for the first attempt. Potentially there are 2 drivers that we will hire that came from the job fair, and another one that was referred by a Canadian driver. Hiring drivers is always a challenge, so we're glad to be making progress with filling trucks. It was great to have Randy, Paula and Krystal here for a few days to help with the Job Fair.



Marshall Busby retired at the end of 2016 after working for Erb for 28.5 years! He continues to stop in on occasion, and just this week did a road test for a potential new driver, then came back the next day to be here in the office while I went to Harrisburg to get new cab cards for the trucks. Abbe was in Baden training on the new shop software. With only two of us here in the office full time, I'm glad to be able to count on Buzz and also Oscar Reeser to help us out once in a while!



On March 7, Kevin Shantz drove down here with a low boy trailer to take a broken down truck back to Baden. These are some pictures from that day. He and Abbe worked together and had it ready for the trip home in a short amount of time.

Speaking of Abbe, he and his wife Karen welcomed Bryleigh Lynn on November 9, 2016! She is crawling and chattering away all the time!

Bonnie Beam
Terminal Manager





North Bay Terminal

Greetings from North Bay

Late as usual - this being the spring/summer edition I thought I would wait until the weather finally started to look like it!!! suppose it is a good thing that I can say that nothing major has happened up here. Although that's the pace we like, it does make it hard to write about.

We are happy to say we have added a few new hires to our North Bay team. To the driver pool we have Guy Bazinet and Shayne Patterson. And to the shop crew we have a new mechanic, Daniel Lessard. These gentlemen will be of great help to us in their respective jobs as we move forward – welcome gentlemen to the North Bay family.

Congratulations to a proud dad, Al Massicotte and his wife Jen on the birth of their baby girl on June 6th.

North Bay will soon be hosting its 17th Annual Golf Tournament. Always a busy day and after the golfing everyone sits down to a steak dinner and plenty of prizes. Each year is combined with both a great turnout and a great time. This tournament has been going on for so long and with no time off due to injuries I might add. That being said I think I could change all that if I play this year!

Well I will leave it at that for now. Hoping for a busy and safe summer for all.

Hug a truck driver today!

John Walsh





Thunder Bay Terminal

Hello everyone,

It is so wonderful that spring has finally sprung in Northern Ontario. The leaves are out and the ice storm from last month is now a distant nightmare. Once again this year we will try to pretty up the yard with some plants –we might even get a flower this year!

(Gravel is not the easiest to grow in. lol)

This spring a pair of seagulls have decided to nest on the Erb sign in front of the yard – not sure how this is going to work once the eggs have hatched and the babies are walking, but we'll keep you informed. The drivers are very excited about the good weather which is a plus for outdoor activity like golf and fishing. We are busy with GFS, who have increased their volumes and have added Pratts deliveries out of Winnipeg, to our in town runs.

Big excitement with the new computer system, Josh our Super User has been learning lots to be able to train the rest of us. We have had some visitors this spring- Wendell Erb and Kevin Cooper came up for our AGM, it was the best turnout we have had. A Special thanks to all the drivers who attended and thank you to Wendell and Kevin for joining us.

We are looking forward to the annual BBQ and of course Erb Excellence Day in the fall. Hope everyone has a wonderful summer, where the weather is good and the bugs are few.

Ann Marie Williamson





Winnipeg Terminal

Greetings from out West!

Well, we made it through another winter here in Manitoba although our fence didn't fare as well. We certainly lived up to the nicknames of "Winterpeg", "Manisnowba" and now "Windypeg" but as usual, everyone at the Winnipeg Terminal stepped up when needed.

Since last time you heard from us we had a very successful Erb Excellence Day! With some great prizes available and the generosity of everyone who attended, we managed to donate close to \$500 to the Winnipeg Human Society. This year's Erb Excellence Day will be held at a different venue (so I will be reporting on the great success for the next time).

We have also extended a warm welcome to a small K-DAC attachment. We brought on an additional 3 K-DAC trucks to join Manny and grow to 4 units.

Our Annual General Meeting was held on April 17th and 18th. We were not sure if the meetings were going to happen with Wendell Erb and Kevin Cooper stuck in Toronto, but as the saying goes "Better late than never" and we would like to thank everyone for coming out to hear the latest from management and offering feedback.

Our BBQ will be held on September 10th this year I promise we will have photographic evidence of the success (unlike last year).

The Winnipeg Crew





Ottawa Terminal

Hello from the Nation's Capital

Spring is in the air and it couldn't have happened sooner. We had record breaking snow falls this winter here in Ottawa. We seemed to have been hit by every single storm passing through.

Since the last time we spoke, a few changes have taken place at our terminal. Lori Unsworth has retired and Barry Jordan is now recovering from successful surgery. With Barry on the IR, Paul has moved into dispatch. We talked Jason Poon into leaving the dock to temporary fill the OS&D position with the vacancy created with Paul's move. I have taken over the day to day operations of our terminal, while still maintaining the Driver Service's position. The last thing I would like to mention about our office is that Shawn Coville has been accepted to move on to the next phase of the new Truck Mate program. He is truly a Super User now.

What makes Paul and Tom's job in dispatch so difficult is that we are down drivers. Planning loads becomes much more difficult. This gets passed on to our drivers, who I can't say enough about. We have been asking them to put in very long hours and with that, asking huge sacrifices in their family lives. I am working hard on finding us replacements but as everyone knows, good qualified drivers are not easy to come by. I believe I have the best driver pool here at Erb and there is not enough thank you's to go around. One driver that needs replacing is Peter Stanul. Pete has been a fixture here at our terminal and after 28 years he has decided to pack it in and move out west to be closer to his family. By the time my report gets published, Jahangir Awalbaaz will be well established here after transferring from Toronto. Jahangir will be filling a position we have in our Regional Division, doing our Farm Boy loads. We have added Michael Cloutier, Marcel Vincent and Darrell Seymour to our International division. The shop lost Mark Beauchamp who transferred to Baden but we have added Jason Ellis as a replacement. We lost a dear friend and colleague back in February. Robert White passed away while at a truck stop in Idaho. He was only 48 years old.

On a lighter note How about those Senators! It was nice to give it to all the Habs and Leaf fans in the city. No one gave us a chance to even get by the Bruins but by the end, my bandwagon was getting pretty full. The whole city was a buzz. I was lucky enough to attend game 6 against the Penguins and the arena was vibrating. What a ride and look forward to next year already.

Well that's it for this issue. To anyone who's disappointed that there wasn't much humour in this column, stay tuned, I promise to do better!

Have a great summer everyone.

Marc LaMarche





Trenton Terminal

Happy Spring/Summer ErbLand!! Hope everyone had a great winter!!

I would like to say Congratulations to Ryan Brooks, on landing the new Trenton Shop Foreman position!! Ryan has worked here in the Wash Bay since June 2015. He is settling into his new routine nicely, although he has yet to buy a round of coffee! LOL! Congrats again Ryan, and best of luck in your new position!

With Ryan moving up, we have some new faces in the Wash Bay; Bill Cox who started in April and Ken Evans who is starting May 30th. Welcome guys!!

On the dock, we welcomed Joe Herrington back in October. Welcome Joe!



Driver Nolan Levesque and girlfriend, Rebecca welcomed a baby boy, Caleb, on Jan 21st 2017. Congrats!

I would also like to welcome Jayden Adams to the office, as the new Dispatch Assistant. Jayden has done his co-op here twice now, and we made such a good impression on him, he decided to apply for a full time job!! Lol ;) He is a hard worker, and we all look forward to having him back in the office. All the best in your new position Jayden!

Back in April, we had a scary incident at work. One of the employees was eating their lunch, a bacon cheeseburger. He got a piece of chewy bacon stuck in his throat, and started choking. Fortunately, Kyle Hietala who is a volunteer firefighter, happened to be standing in the drivers' room. The employee had seen Kyle and got up and went to him. Kyle did the Heimlich and was able to get the food un-lodged. Very grateful that Kyle was here!

Since the last report, Walmart Trenton has closed, and the new Walmart facility in Cornwall has opened. It has certainly been a learning curve. It started off a bit hectic, but we are getting into a groove. It has been gradually picking up, and we are getting a few loads a day now.

Little Caesars Pizza Kits have also been going steady. We are continuing to ship all over Ontario, and the work is keeping us busy.

We will be starting our 3rd LCV run this week.

Our annual BBQ is approaching quickly; everyone is looking forward to the good food and visits with customers, and fellow employees. Always a great time at the BBQ!

Speaking of BBQ; one of our drivers, Ernie Graveline, made a big decision and decided to purchase a butcher shop. He is now the proud owner of Big Ern's Meat Shop and Deli. It's the place to buy your meat in the Quinte area! Congrats Ernie, all the best in the future. You are missed around here!

Well I think that about wraps it up this time around!

Hope everyone has a fantastic and safe summer! Talk to you in the fall.

Amanda Joly





Toronto Terminal

Happy Birthday to Mr Leo Fitzgerald who turned 65! Leo has been part of our Dock Team since Aug 2003 and we thank him for his years here, we all expected Leo to retire when he turned 65. Boy were we wrong...thanks Leo for all your hard work over the years.



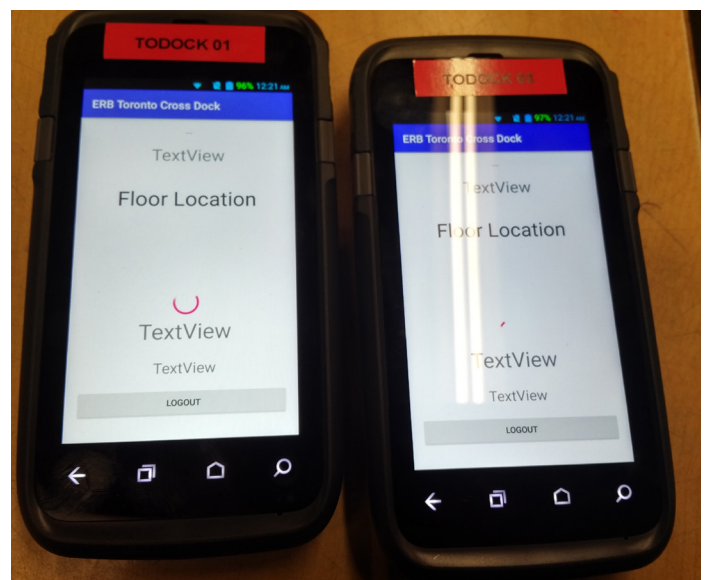
Thanks to all our TMS Super Users, Marian Robin, Liz Davies, Corinne Laking & Harjinder Singh. Everyone of you is doing well, and showing great interest in the new system. Keep up the good work and we all can't wait for you to start teaching us.

We have two pretty large projects happening here in Terminal 2, Scanning project and Time and Attendance. The scanning project is nearing the completion phase, thanks to everyone in Toronto, especially the dock for adopting the process and running with it. Simple idea is scan the box, the system by our definition will tell you where to place the box on the floor using a hand held scanner. The reduction of errors coupled with the reduction of sort time/audit time will help the dock gain back some valuable time to load and process other freight.

The time and attendance is near completion also, while we have been using in conjunction with the manual punch clock, we are set to go live in the coming weeks. This system uses our existing employee badges and the employee will clock in and out using and electronic clocks. The automation with the system will reduce the manual calculations needed by supervisor/managers and will also allow us to track time off and vacations more accurately.

Would like to take the opportunity to thank all the people who brought us empty trailers at the end of May this year, Mississauga Terminal does experience a great fluctuation in its trailer pool at times, but there was a few people who stepped up and in our time of need ran us empties from other terminals. Mr Erb, Wayne Baechler, Ron Heinbuch, Kevin Shantz & Many U.S. drivers. The help was great appreciated.

Steve Arthur





Montreal Terminal

It was another cold winter here in Montreal, but we didn't let a little snow stop us! Now, with the terminal BBQ's coming up and the weather getting warmer, we can really tell that summer is here. Thank goodness. The terminal has been running smoothly, and a lot has been going on since our last report.

We have a new Drop Yard in Cornwall and increased floor space at the Quebec city warehouse filling fast with awesome opportunities !

We have been involved in a few trade shows in recent months, which we have found to be really beneficial. Our recruitment trade show took place at Place Bonaventure downtown in April. Our team had a lot of fun and talked to several possible hires! The second trade show we represented Erb at was held in Toronto. We always get at least a few new potential customers out of the SIAL 2017 show. Trade shows are always a great place for us to make more connections and network for the company. Whether you're talking to potential customers, partners, or other stakeholders, it's always a good opportunity to make an impression on behalf of the Erb organization. You never know who is going to need some cold storage in the future!

As you might know, in the past few months we've been hit with some serious flooding. We've been so proud of our terminal here for staying positive and keeping up our employee morale. Erb truly is a community and family oriented company, and that culture shines through in situations like this one.

We have also been keeping up with collecting funds to help Robert Bouthillier, our driver who has been stranded because of the flood. We want to say how proud we are of everyone who donated. Since this is obviously a situation that is close to our hearts, we just want to say how happy we are to see all these funds get raised! We are also so proud to work at an organization like Erb, where everyone shares the same family values.





Terminal de Montreal



Quebec City Freezer

Nous avons vécu un autre hiver froid ici à Montréal, mais ce n'est pas un peu de neige qui va nous arrêter! Et maintenant, avec le BBQ du terminal qui s'en vient à grands pas et le temps qui se réchauffe, nous pouvons vraiment dire que l'été est arrivé. Dieu merci. Le terminal fonctionne sans problème et beaucoup de choses se sont passées depuis notre dernier rapport.

Nous comptons sur une nouvelle station d'accueil à Cornwall et notre entrepôt de Québec nouvellement agrandi se remplit rapidement à la faveur de belles occasions d'affaires!



Cornwall Drop Yard

Nous avons participé à quelques salons commerciaux au cours des derniers mois, et cela se sera révélé particulièrement bénéfique. Notre salon de recrutement a eu lieu en avril, à La Place Bonaventure au centre-ville de Montréal. Notre équipe a eu beaucoup de plaisir et a pu parler à plusieurs nouveaux employés potentiels! Le deuxième salon commercial auquel Erb a participé a eu lieu à Toronto. Nous recrutons toujours au moins quelques nouveaux clients potentiels lors du Salon international de l'alimentation (SIAL) qui se tient chaque année. Les salons professionnels sont toujours un endroit privilégié pour permettre à notre entreprise d'établir de nouveaux liens et d'augmenter notre réseau de contacts. Que vous parliez à des clients potentiels, à des partenaires ou à d'autres parties prenantes, c'est toujours une bonne occasion de faire une bonne impression au nom de Erb. Vous ne savez jamais qui aura besoin d'entreposage sous froid dans le futur!



Robert Bouthillier caught in the Montreal Flood

Comme vous le savez peut-être, nous avons été touchés par de graves inondations au cours des derniers mois. La grande fierté que nous avons pour notre terminal nous a permis de rester positifs et de maintenir le moral de nos employés. Erb est vraiment axée sur la communauté et la famille, et c'est dans des situations comme celle-ci que cette culture d'entreprise brille de tous ses feux. Nous avons également poursuivi la collecte de fonds mise en place pour aider Robert Bouthillier, notre chauffeur qui avait été bloqué par l'inondation. Nous voulons vous dire combien nous sommes fiers de tous ceux qui ont fait un don. Cette situation nous touche évidemment droit au cœur et nous voulons simplement dire combien nous sommes heureux de constater l'ampleur de tous les fonds qui ont été recueillis! Nous sommes également très fiers de travailler dans une organisation comme Erb, où chacun partage les mêmes valeurs familiales.

Communications & Marketing

There has been a lot going on in the Communications and Marketing Department since the last edition of the Erban Report!

In recent months, our focus has been creating new advertisements and strategies to attract and recruit new drivers. We've also focused a lot on creating a new website for K-DAC (www.kdac.com), which you should check out immediately!

While creating the new K-DAC website, I teamed up with our friends at Candy Box Marketing and their division, *Launch 48*, to complete the website in only 48 hours. I am truly grateful for that experience and am very proud of how the site turned out.

A driver recruitment video was also produced this spring with the help of *Viral 360 Production*. The video footage captured by using cameras and a drone is incredible, but this video would not have been as successful as it was without the participation of some amazing Erb Employees. A huge thank you to: Kim Charbonneau, Stew Jutzi, Tammie-Faye Connor, Corey Strauss, Dave Dietrich, Randy Steckly, Tom Boehler, Jim Pinder and Wendell Erb for being absolute stars in front of the camera allowing us to capture the essence of the Erb Culture throughout the video.

I was also able to attend my first trade show this past spring! The first trade show of the season was ExpoCam 2017 in Montreal. We attended this show for the sole purpose of recruiting drivers, which turned out to be a success! A handful of us piled in a truck and drove out to Montreal with one of Vernon's antique trucks and our trade show booth. It's amazing how many Erb trucks you notice on the highway between New Hamburg and Montreal. I had a great time trying to learn French from Steve and Martin, and learned some recruiting and tradeshow etiquette from Krystal, Tom and Randy! Thanks guys!

The second trade show we attended was the SIAL show in Toronto this past May. The focus of this show was to make connections with companies in the food industry that could benefit from our services now or in the future. This show presented the Sales Team and I with many networking opportunities and even more snacking opportunities. What's better than a room full of food vendors?! SIAL also happened to fall on our new Communications Co-op Student, Melissa Dubeck's second day here. I can assure you she did not go home hungry. We would both like to say thank you to Lisette for showing us the ropes of the tradeshow!

Hiring Melissa also means being able to start a weekly blog! The blog can be found on our website www.erbgroup.com under the 'News' section. If you haven't had a chance to read them yet, they are being posted every Thursday, so check them out!

Unfortunately, I've run out of room to talk about the other exciting happenings in our office! I would also like to say thanks to everyone who has submitted their Erban Report stories and pictures! I can't wait to see you all at the BBQ's this summer!

Jacqueline Culham



Highway to Health



Highway to Health topic: Substance Misuse and Prevention

Substance abuse is the harmful or hazardous use of prescription and illegal drugs for non-medical reasons. Although the use of these drugs can pose a number of physical harms, these drugs mainly affect the functioning of the nervous system and the way a person thinks, feels or acts. Abusing drugs can also lead to physical dependence and addiction.

For more info [www.healthy Canad ians.gc.ca](http://www.healthy Canadians.gc.ca)

Is someone you care about having a problem? Help is available

Treatment /Counselling websites and contact info:

- Connex Ontario, Drug and Alcohol Help Line in ONT 1-800-565-8603
- Narocotics Anonymous (www.na.org)
- Drugs: Help & Referrals (Quebec) 1-800-265-2626
- Manitoba Crisis Line 204-786-8686
- Addictions Foundation of Manitoba (www.afm.mb.ca)
- www.ementalhealth.ca
- Addiction Guide www.addictionguide.com

Youth Support

- Kids Help Phone 1-800-668-6868 www.kidshelpphone.ca (kids, teens, English, French)
- Good2Talk (www.good2talk.ca)
- free confidential helpline for post-secondary students (17-25) in ONT 1-866-925-5454
- Eggs on Weed (www.eggsonweed.ca)
- www.ementalhealth.ca

Coming Soon for the Highway to Health Program 2017/2018

We are excited that the University of Guelph, Master of Applied Nutrition Students will be joining us for their Fall 2017 and Winter 2018 academic year.

Students will be assisting us in organizing Health Events at Erb terminals in 2017/2018.

More info to come!

Watch for Erb's Highway to Health, health and wellness information on terminal bulletin boards.



ERB SAFETY

I think back to the days when I was driving full-time, and the first thing that comes to mind is those days seemed much more relaxing and less stressful. So why is that? Less traffic, just-in-time service was not so prevalent; the need for connection to family and friends happened when you got home.

In today's trucking world, the need for family/friend connection, shipper/consignee requirements, and road awareness, requires so much of a driver's attention. When driving in Southern Ontario or the big cities, you seem to be driving to avoid accidents despite the poor actions of those driving around you. Over the past two years, what seems to be considered by some, as a minor accident, turns into a law suit and all parties looking for a piece of the pie. This costs Erb and sometimes the driver a lot of time and money to defend, and in most cases, we are not at fault, but we end up giving something to the plaintiff to keep legal costs down.

This leads me into the topic of our DriveCam Program and its intent.

First, I want to reemphasize how the DriveCam Unit and Program work.

1. The unit is an Event Recorder, not a full-time video recorder. Believe it! Picture your cell phone recording 24/7 and sending that video back to your home computer. It would be an astronomical cell phone bill! Now multiply that by 800. No company would survive and keep in business with those costs. The units have a two-minute recording loop. If nothing is triggered, via the accelerometer, the video keeps over-writing the past two minutes.
2. There are no login capabilities for anyone to login and spy on someone.
3. Early each morning the Event Recorder looks at the previous day, if there are events, it will turn on the cellular, send the events off to Lytx the supplier of the units, for review, and then shut down.

Purpose of the program:

1. Protect the driver and the company of false litigation
 2. Coaching the driver on events in which they are not compliant. Identify driving habits that may lead to accidents in the future and coaching on those events to correct the behaviour.
- As portrayed in our spring Distracted Driving meetings, 2016 was not a favourable year in regards to accident frequency and associated costs. So far, in 2017, we have seen improvement and we hope this continues.

I want to thank all the DriveCam coaches and drivers who have embraced the DriveCam program. This program has become a significant portion of our Erb Safety Program. For those drivers that have not become part of the program, we ask that you keep an open mind.

Have a safe and joyful summer!

Tom Boehler
Director of Safety and Compliance



ERB TRADE SHOWS

EXPOCAM 2017 Recruitment Trade Show in Montreal



SIAL 2017 Sales Trade Show in Toronto



HOW COOL IS THIS?

Canadian Breakfast in Sarasota

Every February the Der Dutchman in Sarasota Florida is host to a Canadians Breakfast. This year's breakfast was host to many retired and existing Erb and K-DAC employees! Right to left: Marvin Good, Harold Steinmann, Murray Stewart, Larry Leis, Paul Boshart, Bruce Leis, Howard Lebold, Vernon Erb, Sanford Kropf



Erb Trailer Conversion

Talk about creative, Kevin Becker recently converted an old Erb trailer into living space! "My brother in law has some property and the original idea was to get a container trailer and spray foam it, but then I thought of the insulated Erb trailer. I love it, I couldn't have imagined better!" -Kevin



ERB ANNUAL BBQ

ERB EMPLOYEE & CUSTOMER APPRECIATION BBQ DATES



Trenton - June 15, 2017

Ottawa - July 6, 2017

Quebec City - July 12, 2017

Montreal - July 14, 2017

North Bay - July 20, 2017

Toronto - August 10, 2017

Baden/ New Hamburg/ K-DAC - August 24/25, 2017

Winnipeg - September 10, 2017

Thunder Bay - September 12, 2017



SHUTTERBUGS



Both these beautiful ladies celebrated 30 years of age!
Elizabeth Philips on April 29th
Anne Marie Jones on May 1st



Roger came in to quite the surprise in his office for his 60th birthday



Paula Powers turns 50!



Scott and Radford sharing their milestone birthdays!



Wayne and Dave



Super Super User!



Darryn enjoying soup



Skating Party Fun!



Rick Branco, winner of the Safe worker award



Paul Holst at the Leafs game!



Aaron Stinson



Goran Bozic in Carthage MO, cold storage in a mountain!



Dave Yahn



K-DAC Mechanics



#RedDayFriday at the New Hamburg Office



Even with a firestorm coming over the horizon, we are ready to take anything on in Trenton - Lee Baker

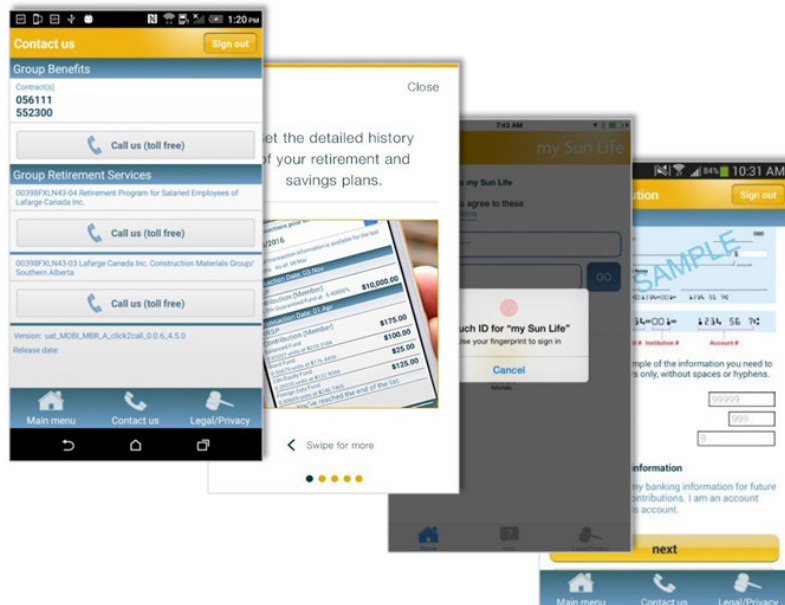
PERSONAL FINANCE UPDATE BE INFORMED ABOUT YOUR SAVINGS.

My Sun Life Mobile

THE SUN LIFE MOBILE APP IS AVAILABLE FOR APPLE AND ANDROID USERS

SOME EXCITING FEATURES INCLUDE:

- ◆ Click 'call us'
- ◆ Carousel
- ◆ My transaction history
- ◆ Touch ID
- ◆ Save my banking information
- ◆ my notifications
- ◆ Digital Image Capture
- ◆ Submit documents requested by Customer Care Representatives



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A View from the Driver Seat

by Roger Zehr

The story is told of a man in a third world country who was desperately poor. Caring for his 94 year old blind and deaf father was a burden on what little resources the family had. The man's father could not walk or help with any of the work around their little shack. One day, he decided to load his father in his neighbour's wheelbarrow and take him to the city dump and leave him there. His little 6 year old son wanted to go along with his father and grandfather, so away they went. On the way, his son's questions forced the father to explain his agenda and reasoning. He told his son that in order for them to survive, it was necessary to have one less mouth to feed. Grandpa, being old, helpless, blind, and deaf, would be the obvious one to remove as he had already lived a long and full life. The boy thought for a while and then replied, "It's good that I am coming along, Daddy, so I will know where to take you when you are like grandpa." The father stopped, set the wheelbarrow down, pondered for a while, and then promptly turned the wheelbarrow around and took both his son and his father back home. To put this story into our vernacular, perhaps the saying, "Be kind to your children—they will choose your nursing home," says it best!

When we try to place a value on a human being, regardless of race, gender, status, age, or any other social standing, we take upon ourselves a role that is not ours to take. What criteria would we use to determine the value or dignity of another? Who votes on who is on the committee to determine the criteria or the outcome? Each of us may feel that our own life has great worth, perhaps even more than that of another human being. What would make you conclude this? The slavery movement of yesteryear must have embraced some measure of this thinking in order for it to have prospered as long as it did. How else could someone view another person as property, or on the same level as a beast of burden, only to be used to further one's financial gain? Abraham Lincoln stated it well when he said, "Should we think it right to eat our bread by the sweat of another man's brow?"

God tells us in His Word, the Bible, that He has created every human being equal in worth and dignity. We all share equal value and worth, not because of our accomplishments, status, possessions, or occupations, even though these are what we sometimes use to measure someone's worth. God has determined our worth based on His great love for us rather than on any merit of our own. His act of creating us individually clearly proves this as we see in the Old Testament book of Psalms (139:13-14a). "For you formed my inward parts; You wove me in my mother's womb. I will give thanks to you, for I am fearfully and wonderfully made." None of us are an evolutionary mishap but rather a being fashioned by the hand of God and created in His image with worth and value that even we cannot fully comprehend. Why else would His only Son take the punishment for our debt of sin in order to free us from a debt we could not pay? John 3:16 says, "For God so loved the world, that He gave His only begotten Son, that whoever believes in him shall not perish, but have eternal life."

God has created each of us one at a time, different than anyone else. We each have our own unique DNA, temperament, personality, appearance, and abilities. We are all made of flesh and blood, yet we have been born in different parts of the world and in different eras. As we interact with those around us, we each bring various abilities that differ from each other's, yet which are important to our workplace, community, family, circle of friends, and the world in which we live. Each of us brings something that no one else contributes in exactly the same manner, but each is equally important and needed. All of these attributes play a part in determining our social standing, but before we think too highly of ourselves or our accomplishments, we need to remember that eventually death visits each of us and levels the playing field as we leave everything behind—no u-haul behind the hearse!

Our lives will take on more meaning and value if we base our dignity and worth, and that of others, on our Creator's view of us rather than on self-made accomplishments. Since God the Father loves each one of us, should we not also do the same and esteem each other with the same dignity and value He places on each of our lives?

In the eyes of our Creator God, every life matters, each and every one. God really does love you. Don't take my word for it, look for yourself in His Word, the Bible. "The grass withers, the flower fades, but the Word of our God stands forever" (Isaiah 40:8).

Roger's Thought for the Day:

A patient complained to his doctor that he was always forgetting things. "What shall I do?" he asked. "Pay me in advance," the doctor advised.



photo by: Aiden Mclean

REFERRALS

THAT REALLY PAY OFF

\$2,500

Any Erb/K-DAC Employee can earn \$2500 by referring someone to any full-time Erb or K-DAC company Driver Position or full-time Certified Mechanic Position.

Contact your Supervisor for a Referral Bonus Form!



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