



The Chartered
Institute of
Logistics and
Transport in
North America

L'Institut agréé de
la logistique et des
transports en
Amérique du nord

Chartered Institute of Logistics and Transport
in North America

CILTNA

Institut agréé de la logistique et des transports
Amérique du Nord

L'IALTAN

2023 CILTNA Fall Outlook Conference & Annual Dinner Conférence d'automne de L'IALTAN 2023 et dîner annuel

“Stayin’ Resilient, Stayin’ Alive - Trends Shaping the Future of Transport & Logistics”

Wednesday, 1 November 2023

RIDEAU CLUB - 99 BANK ST, OTTAWA, ON
In-Person Event

Schedule of Events / Calendrier des événements

To register for the 2023 Fall Outlook Conference, please go to: <https://ciltna.com/events/2023-fall-outlook-conference-annual-dinner/>

REGISTRATION	11:30 - 12:00 ET
LUNCH FEATURING KEYNOTE SPEAKER	12:00 - 13:15 ET
FALL CONFERENCE PANEL 1	13:30 - 15:00 ET
FALL CONFERENCE PANEL 2	15:20 - 16:50 ET
CILTNA AGM	17:00 - 17:30 ET
RECEPTION (Cash Bar)	17:45 - 18:30 ET
DINNER FEATURING KEYNOTE SPEAKER— François Bélanger, Senior Director, Sustainability, CN	18:45 - 20:45 ET

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2023 CILTNA Fall Outlook Conference Agenda

“Stayin’ Resilient, Stayin’ Alive - Trends Shaping the Future of Transport & Logistics”

Wednesday, 1 November 2023 | Ottawa ON | 11:30 - 20:45 ET

- 11:30 - 11:50 **Registration**
- 11:50 - 12:00 **Opening remarks and introduction of luncheon keynote speaker, *Elizabeth Drake*, Principal Consultant, CPCS**
- 12:00 - 13:15 **Lunch featuring Keynote Speaker: *Christian Dea*, D.G. Transportation & Economic Analysis and Chief Economist, Transport Canada**
- 13:30 - 15:00 **Panel 1: Managing for Business Resilience and Critical Infrastructure Investment**
- Moderator: *Michael Keenan*, former Deputy Minister, Transport Canada**
- Bruce Burrows*, President and CEO, Chamber of Marine Commerce
- Peta Wolmarans*, Director, Planning, Vancouver Airport Authority
- 15:00 - 15:15 **Break**
- 15:20 - 16:45 **Panel 2: Addressing Issues related to Labour and Access to Human Capital**
- Moderator: *Shauna McMillan*, P. Eng., former CN executive and Member, Supply Chain Task Force**
- Bob Armstrong*, President, CILTNA
- Angela Splinter*, CEO, Trucking HR Canada
- 16:50 - 17:00 **Closing Remarks**
- 17:00 - 17:30 **CILTNA Annual General Meeting**
- 17:45 - 18:30 **Reception**
- 18:45 - 18:50 **Opening remarks and introduction of luncheon keynote speaker, *Paul Miller*, Chair, CILTNA**
- 18:45 - 20:45 **Dinner featuring Keynote speaker: *François Bélanger*, Senior Director, Sustainability, CN**

CONFERENCE SPEAKERS & MODERATORS



Robert (Bob) Armstrong, FCILT, CITP

Bob Armstrong is president of the Chartered Institute of Logistics and Transport in North America and president of his own consulting firm Armstrong Trade & Logistics Advisory Services Inc. Bob has over 45 years of experience in the fields of global supply chain management, international trade, cross border logistics and customs regulations and procedures.

Bob has extensive involvement in the marine industry on the St. Lawrence Seaway-Great Lakes marine highway and served 8 years on the Board of Directors of the St. Lawrence Seaway Management Corporation.

Bob also served as Chair and Treasurer on the Board of Directors of the Ontario Chamber of Commerce.

In March 2022, Bob was appointed to the Minister of Transport's Supply Chain Task Force.



François Bélanger, Senior Director, Sustainability, CN

François is the Head of Sustainability at CN. In his role, he leads the development and implementation of CN's carbon transition strategy and roadmap. The Sustainability Team is also in charge of CN's sustainability reporting and disclosures, the company's climate change-related initiatives, as well as embedding sustainability across the organization. That includes EcoConnexions, an internal employee engagement program focusing on saving energy, reducing waste, and improving housekeeping.

Since he joined CN more than 15 years ago, François has held senior positions of increasing responsibility within the company. He has worked in Operations, Finance, IT, and as the Chief of Staff to the CEO.

François is a Professional Engineer and has an MBA from HEC Montreal. He lives in Montreal with his wife Cindy and his two boys who are 12 and 15.



Bruce R. Burrows, President and CEO, Chamber of Marine Commerce

Mr. Burrows has headed the Chamber of Marine Commerce since December 2016.

He draws on strong advocacy skills and over 35 years of experience in the transportation and industrial sectors, having held progressively senior positions at Canadian Pacific in Canada and Europe, the Railway Association of Canada in Ottawa, and TACTIX Government Relations and Public Affairs - where he led their 'Transportation, Infrastructure and Energy' practice.

Mr. Burrows has attained a distinguished list of achievements for the organizations he has represented, including commercial client account expansion, asset acquisitions, regulatory approval for network rationalization, passage of major legislation, tax freezes, capital cost allowance improvements, and federal government funding for capital projects.

In the past he has been a board director of the Transportation Association of Canada, the Greater Vancouver Gateway Council, the Canadian Society of Association Executives (OG) and member of the Canadian Chamber of Commerce's Transportation and International Affairs committees and the National Roundtable on the Environment and Economy's Advisory Committee. He was co-founder of the Ottawa "Learning Lunches" series for association senior executive development.

Mr. Burrows is active in his community and recently served on the board of The Vimy Foundation. In 2012, Mr. Burrows was awarded the Queen's Diamond Jubilee Medal for his work to raise awareness of the national importance of Canada's victory at Vimy Ridge during the First World War. Also in 2012, he was made a fellow of the Royal Canadian Geographic Society.

A graduate of Upper Canada College and Queen's University with a business degree, he is also a credited member of the Institute of Logistics and Transport.



Christian Dea, Transport Canada, Chief Economist and Director General, Transportation and Economic Analysis

Christian Dea received his graduate degree in Economics from the University of Montreal.

As Chief Economist and Director General of the Transportation and Economic analysis group at Transport Canada, Christian Dea is responsible for providing advice to the Minister and the senior management of TC on the impact of economic and societal trends in Canada and around the world on the resilience and performance of Canadian supply chains and the transportation system in general.

During his career, Christian Dea held various positions in the federal and provincial public sector (i.e., Department of Finance federal and Quebec, Bank of Canada, Human Resources and Skills Development) and the private sector (National Bank of Canada), where he was responsible for economic forecasting, tax policy reforms of the federal-provincial sale tax, reform of the taxation regime of the financial sector, intergovernmental relations and development/implementation of new Transfer Agreement with provinces, and development/implementation of departmental knowledge and data management strategy, and economic services.



Elizabeth Drake, Principal Consultant and Climate Change Lead, CPCS

Elizabeth (Liz) oversees climate change advisory at CPCS. She has more than 18 years of experience in policy, planning and strategy in the transportation and infrastructure sectors. Liz has worked with public and private sector clients in Canada and internationally and across all modes of transport. Her consulting experience spans projects related to freight and passenger transport strategy and planning, strategic planning, decarbonization and e-mobility, infrastructure governance and funding.

Liz has been with the company since 2007, with the exception of a year and a half spent as a Senior Policy Advisor in the Trade Policy Group at Transport Canada from 2018 to 2020.

Prior to her career at CPCS, Liz worked as a consultant at Cambridge Economic Policy Associates in the UK for four years. She also has experience working for various non-profit organizations in Ecuador and Senegal and for the Canadian International Development Agency.



Michael Keenan, Former Deputy Minister, Transport Canada

Michael Keenan served as a Deputy Minister in the Government of Canada for ten years, until he retired in January 2023 after a career spanning 35 years and seven departments.

Michael served as the Deputy Minister of Transport and, before that, the Associate Deputy Minister at Natural Resources Canada. He worked at Environment and Climate Change Canada, Agriculture and Agri-Food Canada, the Canada School of Public Service, the Privy Council Office and Finance Canada.

Michael has extensive experience in organizational leadership, digital transformation, regulatory modernization, Indigenous engagement, emergency management, international relations, and policy development in multiple disciplines, including economic, social, environment, safety and security.

He holds a Bachelor's degree from Saint Francis Xavier University and a Master's degree in Economics from Queen's University.



Shauna McMillan, CMILT, P. Eng., former CN executive and Member, Supply Chain Task Force

Ms. McMillan is a seasoned supply chain professional and passionate business executive. Most recently, she worked for Canadian National Railway (CN) for over 8 years, holding the position of Assistant Vice President, Sales & Industrial Products, and leading a team of sales professionals supporting forest products, metal, mineral and frac sand products to North American customers. Leveraging her experience not only from CN but also as a customer, she has developed, implemented and monitored strategic sales plans and direct sales activities, which has generated increased value for rail services and market share gains. Immediately prior, Ms. McMillan was appointed Chief of Staff to the President & CEO, serving a key strategic advisor role which required working closely with internal and external stakeholders to facilitate and track execution of key deliverables, including; safety, diversity, engagement, and customer centricity. Prior to that, she was the Director of Marketing (both for Intermodal and Automotive) for over four years.

During her time at CN, Ms. McMillan was also active in the community being elected to a director role on the Brampton Board of Trade where she served until late 2021.

Before joining CN, Ms. McMillan worked for Canadian Tire Corporation for 14 years where she honed her supply chain skills through a number of roles, from distribution and capacity planning to International Transportation Manager in which she oversaw procurement and operations for the global inbound product supply to the Canadian distribution network.

Ms. McMillan holds a P.Eng. (Ontario) and a Master of Science, Transport Management and Supply Chain from the University of Denver. She is a certified Supply Chain Professional and certified in Production and Inventory Management from the Association for Supply Chain Management.



Paul Charles Miller, M.Sc.E., P.ENG., ICD.D, FCILT, P.LOG

Paul Miller is a subject matter expert in transportation, logistics, safety management, and regulatory affairs. He is also an experienced Board member with a background in governance and strategy development.

Over a 34-year career, Miller held progressively responsible leadership roles at Canadian National Railway Company (CN), in Operations, Marketing, and Planning. He retired as CN's Vice President of Safety, Sustainability, and Network Transportation, in 2011. Since leaving CN, Miller has been a consultant, Board member, volunteer, and educator.

Miller holds a Master of Science in Engineering (M.Sc.E.) in Transportation Planning & Engineering, as well as a Bachelors of Science in Engineering (B.Sc.E.) in Civil Engineering, both from the University of New



Angela Splinter, CEO, Trucking HR Canada

As CEO of Trucking HR Canada, Angela Splinter is the steward of talent management best practices for the trucking and logistics sector. Under Angela's leadership, Trucking HR Canada has become a national centre of excellence where stakeholders in commercial transportation, public policy, training and economic analysis work together to help trucking and logistics employers meet the growing demands of Canada's freight economy. The organization has forged significant alliances and expanded its mandate to become a trusted delivery partner for federal and provincial labour related grants and contributions, as well as a source of industry workforce data and assessments through its Labour Market Information (LMI) initiative.

Convener, collaborator, spokesperson and champion for advancing the priorities of one of the country's largest workforces – Angela's tenure has spearheaded the development of the distinguished Women with Drive and Top Fleet Employers programs which recognize HR leaders and transportation companies for excellence in human resources and provide models for others to follow. These and other programs promote an environment where professionals share strategies, policies and practices that drive career-of-choice recognition and the industry's success.

Angela is regularly called upon to brief senior officials, economic think tanks and industry leaders on the in-depth research and industry insights impacting the industry's growth and success. She also serves as a speaker and moderator at industry events in Canada and internationally, providing expertise on topics that affect supply chains across a range of industries.

Prior to this role, Angela performed a series of executive functions, provided HR management consulting counsel across a wide range of industries and earned her BA, Law at Carleton University.



Peta Wolmarans, Director, Planning, Vancouver Airport Authority

Peta Wolmarans combines global experience with local knowledge in the transportation planning sector. She has over 20 years of experience working at the interface between transportation and communities, managing inputs from engineers, economists, planners, urban designers and environmental specialists to generate evidence-based solutions in Canada, the UK, and internationally.

Areas of expertise include project management; strategic planning and policy; airport planning; freight planning; ground access management; cargo/ stakeholder/ public engagement; business casing; feasibility studies; and master planning.