



The Chartered  
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North  
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Transportation's Top Stories

## Air Transport Updates

### CANADA

#### **Minister of Transport announces new funding to strengthen air safety in Brandon, Manitoba**

On October 19, 2023, the Minister of Transport, Pablo Rodriguez, announced that the Government of Canada is making major investments in improving safety at the Brandon Municipal Airport. Through Transport Canada's Airports Capital Assistance Program, the Airport is receiving more than \$10 million to rehabilitate airside pavement on Runway 08-26, Taxiway A and Apron 1. This rehabilitation work will help keep passengers, airport workers and crews safe by ensuring airside surfaces remain in top condition. Since 2016, the Government of Canada has provided the Brandon Municipal Airport with more than \$2.3 million in Airports Capital Assistance funding for projects and equipment including the purchase of a grader used in airside snow removal, the installation of wildlife control fencing, and the rehabilitation of airside electrical systems.

*Minister of Transport announces new funding to strengthen air safety in Brandon, Manitoba, October 19, 2023, [www.tc.gc.ca](http://www.tc.gc.ca)*

#### **Exceeding All Expectations: Aeroplan's Points Matching Week Raises a Record 67 million Aeroplan Points for Families Needing Access to Hospital Care**



Source: Air Canada

Thanks to the collaborative efforts of Canadian companies and dedicated Aeroplan members, more families will be supported with easier access to hospital care than ever before. This year, an astounding 67.7 million points were raised during Aeroplan's annual Aeroplan Points Matching Week representing the most successful points matching campaign in the two-decade history of the Hospital Transportation Program. With the points donated during the week, the Hospital Transportation program will be able to help roughly 700 families, based on the average points used for flights in 2023 to date. For 20 years, the Air Canada Foundation's Hospital Transportation Program has operated on the generous donations of Aeroplan members to provide relief for families across Canada whose children need specialized medical treatment. This year, Aeroplan partners took it to the next level to mark the program's 20<sup>th</sup> anniversary. "The generosity exhibited through this year's campaign has blown us away. With donations coming from across Canada and more than 80 countries, our Aeroplan partners and members came together from around the globe to rally behind families to provide a sense of relief for those who face the stress of transporting a child for medical treatment," said Valérie Durand, spokesperson for the Air Canada Foundation. "We cannot thank our Aeroplan partners and members enough for their generosity and contributions which will help ensure the sustainability of this impactful program for years to come."

*Exceeding All Expectations: Aeroplan's Points Matching Week Raises a Record 67 million Aeroplan Points for Families Needing Access to Hospital Care, October 24, 2023, [www.aircanada.ca](http://www.aircanada.ca)*

#### **Porter Airlines Turns 17**

On October 23, 2023, Porter is celebrating 17 years of service! It's been a transformative year for the airline with the launch of its new state-of-the-art Embraer E195-E2 jets, introducing flights at Pearson

International Airport and greatly expanding our flights in Ottawa. This expands its network coast-to-coast in Canada and into additional key U.S. markets. In the past 12 months, the airline has: 1. Hired more than 1,000 new team members; 2. Taken delivery of 22 new E195-E2s; 3. Total fleet size of 51 aircraft including 29 Dash 8 aircraft; and 4. Announced 26 new routes and 14 new destinations. The airline now flies as far west as Victoria and as far east as St. John's in Canada. It is also making further headway into the U.S. with five destinations in Florida, as well as Los Angeles, San Francisco and Las Vegas, starting this fall and winter.

*Porter Airlines Turns 17, October 13, 2023, [www.flyporter.com](http://www.flyporter.com)*

## ✈️ Canada and Panama expand air services deal



Source: Inside Logistics

An expanded air transport agreement has been reached between Canada and Panama.

With this expanded agreement, airlines can introduce more flight options and routings. This means more choice and more convenience for Canadians. “This important development in our air transport agreement with Panama will improve connectivity for passengers, deepen our cultural and commercial ties, and strengthen our supply chains,” said transport minister Pablo Rodriguez. “As we continue to support the recovery of our air industry, it’s great news when we see more options for travellers and businesses alike.”

*Canada and Panama expand air services deal, October 26, 2023, [www.insidelogistics.ca](http://www.insidelogistics.ca)*

## US/WORLD

## ✈️ Air Travel Consumer Report: August 2023 Numbers

The U.S. Department of Transportation (DOT) on October 24, 2023 released its Air Travel Consumer Report (ATCR) on airline operational data compiled for the month of August 2023 for on-time performance, mishandled baggage, and mishandled wheelchairs and scooters. The ATCR is designed to assist consumers with information on the quality of services provided by airlines. DOT remains committed to ensuring airline passengers are treated fairly and flights operate as scheduled. For the first eight months of 2023, 1.7% of flights have been cancelled, far below the 3.0% cancellation rate for the first eight months of last year and the 2.3% cancellation rate for first eight months of pre-pandemic 2019. For additional dimensions on the quality of service please visit the website of DOT.

*Air Travel Consumer Report: August 2023 Numbers, October 24, 2023, [www.dot.gov](http://www.dot.gov)*

## ✈️ First Integrated Shopping to Travel Journey Using Digital Identity



Source: IATA

The International Air Transport Association (IATA) with industry partners successfully tested the first fully integrated digital identity travel experience, from shopping for flights to arrival, on a journey from London Heathrow (LHR) to Rome Fiumicino (FCO) with British Airways. “Our vision for future travel is fully digital and secured with biometric identification. While the technology exists to do this at each stage of a journey, linking these steps together has proven challenging. Today with our partners we showed that it is possible. This will open up a world of possibilities for simpler journeys in the future,” said Nick Careen, IATA’s Senior Vice President for Operations, Safety and Security. Today’s journey illustrated the potential of a future fully integrated digital travel experience leveraging biometrics with other data.

## **Progress towards Aviation Industry's Commitment to Passengers with Disabilities**



Source: IATA

The International Air Transport Association (IATA) announced the results of its 2023 Global Passenger Survey (GPS) related to accessibility of air transport to passengers with disabilities, showing significant satisfaction levels among passengers who used special assistance services: *80% of travelers using special assistance services said that their expectations were met.* "In 2019, the IATA Annual General Meeting adopted a resolution reflecting our members' commitment to ensure that every traveler has access to safe, reliable and dignified travel. While we all have more work to do to support the needs of our passengers with disabilities, we believe this survey result demonstrates progress towards that commitment," said Conrad Clifford, IATA Deputy Director General and Corporate Secretary.

*Progress towards Aviation Industry's Commitment to Passengers with Disabilities, October 26, 2023, [www.iata.org](http://www.iata.org)*



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## Rail Transport Updates

### CANADA

#### **CN Announces Long-Term Transportation Agreement with AltaGas**



Source: Railway Age

Canadian National Railway Company (CN), on October 23, 2023 announced a renewed and expanded 5-year transportation agreement with AltaGas. The agreement leverages CN's exclusive access to the Port of Prince Rupert. The Port offers strategic advantages for rail customers expanding their business, including reduced port congestion, state-of-the-art export and import terminals, and materially shorter transit times to key markets. Tracy Robinson, CN President and Chief Executive Officer said "CN is proud to support the Canadian economy and the growth of our customer AltaGas. By selling into our capacity and taking advantage of our unique network reach, we are confident in our ability to accelerate sustainable, profitable growth. AltaGas is pleased to solidify our renewed transportation agreement with CN. The agreement provides AltaGas and our customers with cost and service predictability to continue to support ongoing resource development across Western Canada and provide our key downstream customers with energy security to support economic activity and fuel everyday life."

*CN Announces Long-Term Transportation Agreement with AltaGas,*

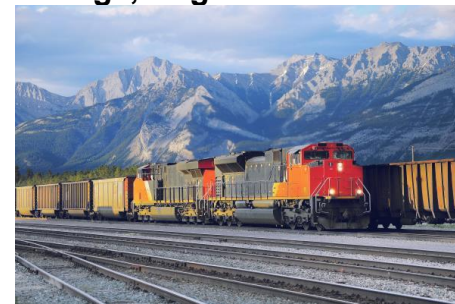
*October 23, 2023, [www.cn.ca](http://www.cn.ca); and CN, AltaGas Renew Long-Term Transportation Agreement, October 2, 2023, [www.railwayage.com](http://www.railwayage.com)*

#### **CN Announces Third Quarter Results**

For CN, the results for the third quarter of 2023 compared to the same quarter in 2022 were as follows: net income decreased 23.3% to C\$1,108 million compared with net income of C\$1,445 million, and income per diluted share decreased to C\$1.69 (or -20.66%), compared to C\$2.13 per diluted share; revenues decreased 11.65 per cent to C\$3,987 million compared to C\$4,513 million; operating income decreased 21.48 per cent to C\$1,517 million compared to C\$1,932 million; operating expenses decreased 4.30% to C\$ 2,470 million from C\$2,581 million; and the operating ratio (i.e. operating expenses / revenues - an indicator of financial efficiency) increased (i.e. efficiency fell) by 2.8 points to 62.0 from 57.2. CN announced on July 25, 2023 that its Board of Directors has approved a third-quarter 2023 dividend of seventy-nine cents (C\$0.7900) per common share compared to seventy-three cents (C\$0.7325).

*CN Announces Third Quarter Results, October 24, 2023, [www.cn.ca](http://www.cn.ca)*

#### **Railway carloadings, August 2023**





Source: Statcan

In August 2023, Canadian railways transported 30.6 million tonnes of freight, down 2.4% from August 2022 levels and marking the fourth consecutive month of year-over-year decline. The overall freight volume in August 2023 was just below the five-year average of 31.5 million tonnes for this month. While shipments of containers and certain energy products were down significantly, carloadings of some agricultural and food products registered strong gains. To further explore current and historical data in an interactive format, please visit the "Monthly Railway Carloadings: Interactive Dashboard." The decline in total freight carried in August 2023 reflected lower volumes across all types of rail operations: non-intermodal loadings (mainly commodities) and intermodal loadings (mainly containers), as well as freight traffic from connections with American railways. Intermodal shipments originating from Canada led the overall decline in freight for the second month in a row in August, falling 11.6% year over year to 2.9 million tonnes. Container volumes have declined year over year for nine straight months, and August 2023 was the second-lowest volume recorded for this month in seven years.

*Railway carloadings, August 2023, October 24, 2023, [www.statcan.gc.ca](http://www.statcan.gc.ca)*

## CPKC reports third-quarter results



Source: Railway Age

Canadian Pacific Kansas City (CPKC) on October 25, 2023 announced its third-quarter results, including revenues of \$3.3 billion, diluted earnings per share ("EPS") of \$0.84 and core adjusted combined diluted EPS<sup>1, 2</sup> of \$0.92. "We are now more than six months into the CPKC story, and I am pleased with the progress we continue to make in unlocking the value of this unrivalled truly North American network," said Keith Creel, CPKC President and Chief Executive Officer. "While we encountered challenges this quarter due to a softer macro-economic environment and external labor disruptions, we remain

focused on safely delivering for our customers across this powerful franchise." Third quarter 2023 results were as follows: 1. Reported operating ratio (OR) increased by 540 basis points to 64.9 percent from 59.5 percent in Q3 2022; 2. Core adjusted combined OR<sup>2</sup> increased 190 basis points to 61.7 percent from 59.8 percent in Q3 2022; 3. Reported diluted EPS decreased to \$0.84 from \$0.96 in Q3 2022; 4. Core adjusted combined diluted EPS<sup>2</sup> decreased to \$0.92 from \$1.01 in Q3 2022; 5. Federal Railroad Administration (FRA)-reportable train accident frequency declined nine percent to 1.30 from 1.43 in Q3 2022 on a combined basis; 6. FRA-reportable personal injury frequency declined 35 percent to 0.97 from 1.50 in Q3 2022 on a combined basis.

*CPKC reports third-quarter results, October 25, 2023, [www.cpkc.ca](http://www.cpkc.ca); CPKC 3Q23: 'Challenges Weigh on Volumes', October 25, 2023, [www.railwayage.com](http://www.railwayage.com)*

## Canadian Pacific Kansas City Limited declares dividend

The Board of Directors of Canadian Pacific Kansas City Limited (CPKC) on October 25, 2023 declared a quarterly dividend of \$0.19 per share on the outstanding Common Shares. The dividend is payable on Jan. 29, 2024, to holders of record at the close of business on Dec. 29, 2023, and is an "eligible" dividend for purposes of the Income Tax Act (Canada) and any similar provincial/territorial legislation.

*Canadian Pacific Kansas City Limited declares dividend, October 25, 2023, [www.cpkc.ca](http://www.cpkc.ca)*

## US/WORLD

## Texas North Western Railway Company receives Federal \$7.3 million grant



Source: AJOT

The Texas North Western Railway Company (TXNW), a subsidiary of TNW Corporation of Dallas, has been awarded \$7.3 million for rail line improvements from the Department of Transportation's (DOT) Federal Railroad Administration's (FRA) Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program. TXNW will provide matching funds for the project.

*Texas North Western Railway Company receives Federal \$7.3 million grant, October 24, 2023, [www.ajot.com](http://www.ajot.com)*

## **AAR: North American Rail Volume Down Through 42 Weeks**



Source: Railway Age

Through the first 42 weeks of 2023 (ending Oct. 21), total North American carload and intermodal traffic decreased 3.5% from the same point last year, the Association of American Railroads (AAR) reported Oct. 25. Both the U.S. and Canada experienced declines, while Mexico saw a gain. North American rail volume for the first 42 weeks of this year (ending Oct. 21) on 12 reporting U.S., Canadian and Mexican railroads was 27,452,637 carloads and intermodal containers and trailers. Cumulative volume in the U.S. came in at 19,602,147 carloads and intermodal units, down 3.8% from 2022; in Canada, 6,677,072 carloads and intermodal units, down 3.5%; and in Mexico, 1,173,418 carloads and intermodal units, up 2.4%. Canadian railroads reported 96,761 carloads for the week ending Oct. 21, 2023, a 1.0% dip, and 72,717 intermodal units, a 5.0% decline from the same week last year.

*AAR: North American Rail Volume Down Through 42 Weeks, October 25, 2023, [www.railwayage.com](http://www.railwayage.com)*

## **Adjusting Rail Car Safety Standards to Meet the Moment**

In September 2023, the Bureau of Transportation Statistics (BTS) published the [Fleet Composition of Rail Tank Cars Carrying Flammable Liquids: 2023 Report](#). As noted in BTS' [release](#), the number of tank cars that reached the U.S. Department of Transportation's (DOT) safety standards was greater in 2022 than in previous years. After the train derailment in East Palestine, Ohio, DOT's Pipeline and Hazardous Materials Safety Administration's and Federal Railroad Administration issued a [joint notice urging tank car manufacturers to move up their safety deadlines by four years to 2025](#). When the [Fixing America's Surface Transportation \(FAST\) Act](#) was enacted on December 4, 2015, rail car manufacturers were required to meet a commodity-specific phase-out schedule to build and retrofit cars concluding on May 1, 2029. BTS data shows that the rail fleet continues to meet compliance standards as required by the FAST Act. Congress is considering accelerating the FAST Act deadlines for compliance, as the U.S. Senate introduced the [Railway Safety Act \(RSA\)](#), to address safety requirements for rail carriers and trains transporting hazardous materials. RSA would move the deadline for a large number of tank cars up by four years to May 1, 2025.

*Adjusting Rail Car Safety Standards to Meet the Moment, October 26, 2023, [www.bts.gov](http://www.bts.gov)*



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## Marine Transport Updates

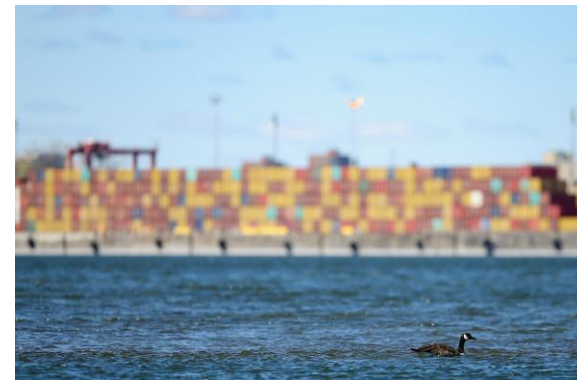
### CANADA

#### **Strike notice threatens St. Lawrence Seaway shutdown as of Sunday**

The St. Lawrence Seaway, the maritime trade corridor connecting the Atlantic Ocean to the industrial heartlands of Canada and the United States, could be closed to all traffic as of 00.01 hours on Sunday should the 361 Canadian unionized workers carry through their threatened strike action. Canada's St. Lawrence Seaway Management Corporation (SLSMC) was served with a 72-hour notice to strike on October 18 by the UNIFOR union which represents Seaway workers at locals 4211, 4319, 4212, 4323 and 4320 in Ontario and Quebec. Biggest outstanding issue revolves around wage increases aligned to inflation. The current contract expired on March 31, 2023. The binational waterway, which handled 36.2 million tonnes in 2022, plays a crucial role in the shipments of bulk commodities, breakbulk, and increasingly in wind farm related project cargo. Of the Seaway's 15 locks, 13 are Canadian and two are American at Massena, New York. The latter would be forced to close since no vessels could reach that section in the waterway. Internal traffic on the U.S. Great lakes by U.S. flag-carriers would not be affected. The SLSMC said it remains committed to obtaining a fair settlement and will continue to bargain in good faith with the assistance of a federally appointed mediator. But because of the strike notification, the SLSMC said it "has started implementing its detailed plans for an orderly and safe shutdown of the system within the 72-hour notice period. Should the unionized workers proceed with strike action, the St. Lawrence Seaway will be closed to all traffic." St. Lawrence Seaway shuts down as Unifor workers go on strike. In a release shortly after midnight on Sunday, the union said they were unable to reach an agreement with the employer by the strike deadline, despite negotiations "right up to the last moment."

*Strike notice threatens St. Lawrence Seaway shutdown as of Sunday, October 19, 2023, [www.ajot.com](http://www.ajot.com); and St. Lawrence Seaway Shuts Down as Unifor Workers Strike, October 22, 2023, [www.blomberg.com](http://www.blomberg.com)*

#### **Canada's St. Lawrence Seaway workers to go on strike, Unifor union says**



Source: Reuters

Workers at St. Lawrence Seaway Management Corp have decided to go on strike on October 22, 2023 after failing to reach an agreement on wages, the Canadian labor union Unifor said. Unifor, which represents 361 workers at the government-established company, said no agreement had been reached with management after a late Saturday deadline passed. "This impasse is extremely unfortunate, but our members remain committed to getting a fair agreement," Unifor National President Lana Payne said in a statement. Work stoppage puts about 100 vessels at anchor at ports and harbours along the Great Lakes/Seaway system that connects the heart of North America with markets in Europe and Africa. *Canada's St. Lawrence Seaway workers to go on strike, Unifor union says, October 23, 2023,*



[www.reuters.com](http://www.reuters.com); and *St. Lawrence Seaway strike stalls road salt, wheat, steel cargo as winter closing nears, October 24, 2023, [www.globandmail.ca](http://www.globandmail.ca)*

## 🚢 “Get back to the table”, O’Regan tells seaway and union

Labour Minister Seamus O’Regan took to social media to tell the St. Lawrence Seaway Management Corporation (SLSMC) and Unifor they need to resume bargaining. O’Regan posted on X, saying he had taken calls with both sides, and they need to resume talks. Over 350 Unifor workers are on strike at the seaway, shutting down the waterway to commercial traffic since October 22. Business groups also weighed in on the labour action.

*“Get back to the table”, O’Regan tells seaway and union, October 24, 2023, [www.insidlogistics.ca](http://www.insidlogistics.ca)*

## 🚢 Seaway Negotiations Resume



Source: AJOT

The St. Lawrence Seaway Management Corporation (SLSMC) continues to be extremely concerned with the impact the current strike by its unionized employees is having on Canadian and U.S. supply chains and economies. It is receiving ongoing communication from various groups voicing their concern about delays in getting essential cargoes delivered. Strike action by the UNIFOR locals started just after midnight on October 22nd. Later that day, the parties met individually with Federal Labour Minister Seamus O’Regan and Transport Minister Pablo Rodriguez, who urged them to return to the table. SLSMC management has been working since the outset of negotiations to reach a mutually beneficial agreement with its unionized employees, and is pleased with the planned resumption of talks with UNIFOR as of Friday morning, *October 27th, as confirmed*

*by Government of Canada’s Federal Mediation and Conciliation Services.*

*Seaway Negotiations Resume, October 24, 2023, [www.ajot.com](http://www.ajot.com)*

## 🚢 On the front lines of the St. Lawrence Seaway strike: Ships — and crops — piling up



Source: The Star

Steel, iron ore and wheat among the commodities awaiting pickup after strike by 350 seaway workers began. As he sits on his combine harvesting soybeans in Morrisburg, Ont., Warren Schneckenger’s thoughts are 6,000 kilometres away, in Morocco. “I just don’t know how I’m going to get these beans over there right now,” said Schneckenger, a third-generation farmer in the Eastern Ontario town on the banks of the St. Lawrence River. The beans have been piling up in silos Schneckenger usually uses for corn. Ordinarily, they’d already be on a boat, winding their way down the St. Lawrence and eventually, out across the Atlantic Ocean.

*On the front lines of the St. Lawrence Seaway strike: Ships — and crops — piling up, October 27, 2023, [www.thestar.com](http://www.thestar.com)*

## 🚢 Investing in innovation and technology to support trade growth and strengthen supply chains at the Port of Vancouver

The Vancouver Fraser Port Authority is partnering with the Government of Canada and Province of B.C. through the Integrated Marketplace program to collaborate on innovation and technology to enhance the reliability and efficiency of trade through the Port of Vancouver—improving trade competitiveness for Canadian businesses and access to the everyday goods Canadians rely on. Delivered by Innovate BC, the Integrated Marketplace has received \$9.9 million from the Pacific Economic Development Agency of Canada (PacifiCan)



and \$11.5 million from the provincial government which will support establishing the Port of Vancouver as a testbed where digital initiatives can be developed that will help ensure existing and future infrastructure gets used to its full potential. The federal and provincial government funding comes through Innovate BC's Integrated Marketplace Initiative—which is supporting sustainable economic growth and innovation across B.C. including at the ports of Vancouver and Prince Rupert, and Vancouver International Airport.

*Investing in innovation and technology to support trade growth and strengthen supply chains at the Port of Vancouver, October 20, 2023, [www.portofvancouver.com](http://www.portofvancouver.com)*



### Record year for cruise at Port of Vancouver

The final cruise ship of the 2023 season, Holland America Line's Koningsdam, will depart from the Canada Place cruise terminal at the Port of Vancouver tomorrow, marking the end of a robust year for the local cruise industry. The Port of Vancouver is expected to have welcomed an estimated 1.25 million passengers in 2023, a new record and a 54% increase compared to 2022. This includes 15 of Canada Place's 20 busiest days ever for cruise passengers, all occurring in the past six months. There were 332 cruise ship calls between April and October 2023, a new record for the Canada Place cruise terminal and an increase of 9% compared to 307 visits in 2022. "Cruise returned to Vancouver emphatically this year after several seasons impacted by the global pandemic—with 2023 seeing record passenger numbers, near-record cruise ship visits and the Canada Place terminal getting further international recognition as a world-class cruise facility," said Peter Xotta, vice president of operations and supply chain at the Vancouver Fraser Port Authority, the federal agency mandated to enable Canada's trade through the Port of Vancouver.

*Record year for cruise at Port of Vancouver, October 23, 2023, [www.portofvancouver.ca](http://www.portofvancouver.ca)*

## US/WORLD



### Hapag-Lloyd enters Brazil feeder market amid cabotage deregulation



Source: JOC

Forwarders in Brazil say Hapag-Lloyd's entrance into the feeder market through a joint venture will inject competition amid an easing of the country's cabotage rules. Hapag-Lloyd is entering Brazil's burgeoning feeder service and cabotage trade via a new joint venture (JV) with Brazilian shipping group Norsul that will begin operations as Norcoast next year. Forwarders operating in Brazil have welcomed the move, explaining that it is likely to give forwarders and shippers more choices, possibly leading to lower freight rates. Hapag-Lloyd is the last of the major Europe-based container lines to enter Brazil's domestic container market, and the announcement of the Norcoast JV coincides with the relaxation of the country's previously stringent cabotage rules. *Hapag-Lloyd enters Brazil feeder market amid cabotage deregulation, October 20, 2023, [www.joc.com](http://www.joc.com)*



### Ports not prepared for IMO single window mandate



Source: Inside Logistics

Almost a third of global ports are not going to be ready for the International Maritime Organization (IMO)'s Maritime Single Window (MSW) mandate, which becomes compulsory worldwide from the beginning of January 2024. A recent survey of 200 ports by Kale Logistics Solutions revealed that 30 percent are not prepared to make the transition. This study examines the technological initiatives taken by ports and their willingness to digitize. IMO has pitched for time-

bound action plans and adopting an MSW system as part of the digitization drive. IMO's Convention on Facilitation of International Maritime Trade has made electronic data exchange mandatory since 2019. Yet only 30 percent of the ports globally adhered to the mandate.

*Ports not prepared for IMO single window mandate, October 20, 2023, [www.insidelogistics.ca](http://www.insidelogistics.ca)*

## Strongest September on record at Port of Long Beach



Source: AJOT

The Port of Long Beach achieved its busiest September on record, boosted by consumer demand for holiday-related goods, recent ratification of a labor pact between dockworkers and management and an ongoing effort to showcase the business attributes of the Port of Choice. Dockworkers and terminal operators moved 829,429 twenty-foot equivalent units (TEUs) in September 2023, up 11.8% from the same month last year and surpassing the previous record set in September 2020 by 78,849 TEUs. September also marked the Port's first monthly year-over-year cargo increase in 14 months. Imports rose 19.3% to 408,926 TEUs, while exports declined 10.3% to 101,248 TEUs. Empty containers moving through the Port grew 11.5% to 319,255 TEUs. "Consumer confidence is on the rise and shippers can rely on the Port of Choice now that we have a ratified contract in place with our waterfront workforce," said Port of Long Beach CEO Mario Cordero. "We look forward to a moderate rebound in cargo volume through the end of the year."

*Strongest September on record at Port of Long Beach, October 20, 2023, [www.ajot.com](http://www.ajot.com)*



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## Road Transport Updates

### CANADA

#### Ontario Building More Electric Vehicle Charging Stations

The Ontario government is providing more funding to build thousands of new electric vehicle charging stations in small and medium-sized communities, making it easier and more convenient to charge up outside of large urban centres and giving drivers the confidence they need to transition to electric vehicles. “Building more public charging stations is part of our government’s plan to be a global leader in the electric vehicle industry and provide more travel options for commuters,” said Prabmeet Sarkaria, Minister of Transportation. “The EV ChargeON program will help get more electric vehicles on the road by building the infrastructure needed to support them, while securing a better future for Ontario.” Starting on October 20, 2023, the province is accepting applications for the EV ChargeON program to build publicly accessible charging stations in communities with less than 170,000 people, as well as in any Indigenous community in Ontario. Eligible applicants include businesses, not-for-profit corporations, municipalities, Indigenous businesses, organizations and communities, and broader public sector organizations like hospitals and universities. *Ontario Building More Electric Vehicle Charging Stations, October 20, 2023, [www.mto.gov.on.ca](http://www.mto.gov.on.ca)*

#### Mullen posts strong Q3, sees balance returning to freight markets



Source: Today's Trucking

Mullen Group shrugged off a freight recession in the third quarter, posting strong Q3 net income of \$39.1 million, up 2.9% year over year. Revenue slid 2.8% to \$504 million, but \$20.3 million of that revenue decline was chalked up to reduced fuel costs and a reduction in fuel surcharge revenue. “Throughout the first nine months of 2023 the economy has endured a period of adjustment due to the rapid rise in interest rates and tighter monetary policy, a deliberate attempt by central bank authorities to reign in inflationary pressures,” Murray Mullen, the company’s senior executive officer, said in a press release.

*Mullen posts strong Q3, sees balance returning to freight markets, October 24, 2023, [www.todaystrucking.ca](http://www.todaystrucking.ca)*



## Cost control, efficiency the name of the game for TFI International



Source: Today's Trucking

TFI International saw revenues and net income slide in the third quarter, largely due to softer freight volumes and the divestiture of its U.S. truckload business, CFI, last August. Total revenue slid from \$2.24 billion (all figures USD) in Q3 2022 to \$1.91 billion this year. Profit came in at \$133.3 million, compared to \$245.2 million a year ago. Revenues were down a respective 12% for the package and courier segment, 15% for LTL, and 25% for truckload, while logistics revenue was flat. The company indicated much of the truckload decline was due to last year's sale of CFI. "We executed well during this stretch of weaker demand as our team was able to quickly adapt to changing market conditions while further streamlining operations," chairman and CEO Alain Bedard said in a press release. Speaking to analysts on an earnings conference call, Bedard said he was proud of the company's "solid execution" despite weaker market conditions in the quarter. He expects market conditions to improve slightly in the fourth quarter compared to Q3. "We anticipate 2024 is probably going to be a transition year," he said, when asked where the industry is in the current freight cycle, citing the U.S. election and war in Europe as unknowns. "I'm convinced 2024 will be a better year than 2023 for us, but it's hard to have a good feel for how good this is going to be." In terms of U.S. truckload, Bedard said the segment is at the bottom, but how long it will take to get up off the mat is unknown.

*Cost control, efficiency the name of the game for TFI International, October 24, 2023, [www.todaystrucking.com](http://www.todaystrucking.com)*

## Trucking capacity still too high, but spring could bring relief: Costello



Source: Today's Trucking

Bob Costello, chief economist with the American Trucking Associations (ATA), visited the Isaac Instruments user conference this year with a grim economic outlook, but also one that contained hints of opportunities. "This is a unique cycle," he told attendees, noting the unprecedented spike in GDP in 2021 came from pumping trillions of dollars into the economy. "That was the party, now it's the hangover." U.S. GDP has since returned to normal growth levels closer to 2%, but about 70% of what comprises GDP is related to services that don't move by truck. To get a more accurate read on the health of the trucking industry, Costello prefers to look at the goods economy, including household consumption, as well as construction and industrial activity. Goods consumption spiked an unprecedented 12% during the pandemic when consumers couldn't spend their money on experiences, such as travel, events, or dining out. "People had a ton of money to spend. The U.S. government started throwing money out to folks," Costello explained, noting consumers were at one time sitting on US\$2 trillion in savings. "Households have completely spent that down now." The good news is Costello said retail inventories are mostly worked through. Excess inventories were serving as a headwind to truck freight.

*Trucking capacity still too high, but spring could bring relief: Costello, October 26, 2023, [www.todaystrucking.com](http://www.todaystrucking.com)*

## US/WORLD



## **USDOT Opens \$40 Million Grant Opportunity for Connected Vehicle Technologies That Will Help Save Lives on Our Nation's Roadways**

On October 26, 2023, the U.S. Department of Transportation's Federal Highway Administration (FHWA) announced that it is accepting applications under the \$40 million Saving Lives with Connectivity: Accelerating V2X Deployment grant opportunity to advance connected and interoperable vehicle technologies. The initiative is focused on road safety, mobility, and efficiency through technology that enables vehicles and wireless devices to communicate with each other and with roadside infrastructure and provide warnings. V2X can contribute to the Safe System Approach adopted by the USDOT's National Roadway Safety Strategy, a comprehensive approach launched in January 2022 to address the crisis of roadway deaths.

*USDOT Opens \$40 Million Grant Opportunity for Connected Vehicle Technologies That Will Help Save Lives on Our Nation's Roadways, October 26, 2023, [www.dot.gov](http://www.dot.gov)*



## **Trucking congestion costs hit record \$94.6B**

Congestion cost trucking companies a record \$94.6 billion in 2021, according to a new study published by the American Transportation Research Institute, with Nevada, Louisiana, Georgia and California seeing the biggest rate increases from a 2016 baseline. "Whether it is recurring congestion or incident-related, the result is reduced capacity and a slowdown in vehicle speeds, which adds time to a trip," stated ATRI, a nonprofit trucking research group, in its first congestion study update since 2018. "These delays increase the trucking industry's operational costs. Traffic congestion increases direct industry costs such as driver compensation, fuel, and repair and maintenance. It also generates indirect and/or societal costs such as supply chain disruptions, inefficient use of fuel and diminished air quality."

*Trucking congestion costs hit record \$94.6B, October 25, 2023, [www.freightwaves.com](http://www.freightwaves.com)*



The Chartered  
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North  
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Transportation's Top Stories

## Other Transport Updates

### CANADA

#### Travel between Canada and other countries, August 2023



Source: Statcan

In August 2023, the number of non-resident visitors to Canada accounted for 78.2% of the number observed in August 2019, before the COVID-19 pandemic. Meanwhile, the number of returning Canadian residents accounted for 84.0% of the level recorded in August 2019. Residents of overseas countries took 771,000 trips to Canada in August 2023, and US residents took 2.8 million trips. At the same time, Canadian residents returned from 4.9 million trips abroad. Vacations by cruise continued to increase, as Canadian residents took 35,200 cruise trips. To further explore current and historical data in an interactive format, please visit the Frontier Counts: Interactive Dashboard.

*Travel between Canada and other countries, August 2023, October 23, 2023, [www.statcan.gc.ca](http://www.statcan.gc.ca)*

#### What shippers need to know to succeed in Mexico in 2024

Nearshoring is helping to attract more manufacturing to Mexico as shippers look for supply chains that are closer, less costly and more advantageous to doing business with the U.S. Mexico has been the top U.S. trading partner since the beginning of 2023, reporting \$397 billion in two-way trade from January through June, according to the U.S. Census Bureau. In comparison, Canada was No. 2 at \$388 billion and China was third at \$276 billion for the same period. “We’ve already observed encouraging growth in Mexico’s nearshoring in recent years, particularly among companies that already possess manufacturing facilities within the country. Consequently, we’ve witnessed a surge in freight movement to and from the U.S.,” Ed Habe, vice president of Mexico sales for cross-border LTL carrier Averitt Express, told *FreightWaves*. Nearshoring has the potential to boost the growth of Mexican manufacturing exports to the U.S. even further — from \$455 billion today to an estimated \$609 billion over the next several years, according to a recent report from Morgan Stanley, “[Mexico Is Poised to Ride the Nearshoring Wave.](#)”

*What shippers need to know to succeed in Mexico in 2024, October 24, 2023, [www.freightwaves.com](http://www.freightwaves.com)*

### US/WORLD

#### Logistec sold to investor group

1443373 B.C. Unlimited Liability Company, an entity owned by funds managed by Blue Wolf Capital Partners LLC in partnership with



Stonepeak, an investment firm specializing in infrastructure and real assets, is acquiring all issued and outstanding shares of Logistec for \$67.00 in cash per share, representing a total enterprise value of approximately \$1.2 billion.

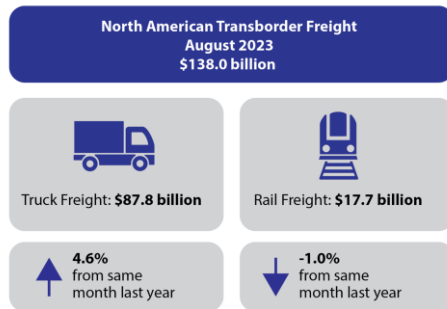
*Logistec sold to investor group, October 24, 2023, [www.insidelogistics.ca](http://www.insidelogistics.ca)*

## U.S. Department of Transportation Establishes Partnership with Kansas City to Finance Mobility and Infrastructure Projects

The U.S. Department of Transportation (DOT) on October 24, 2023 established a strategic partnership to enhance innovative delivery and finance infrastructure improvements in Kansas City, Missouri. The Emerging Projects Agreement (agreement) focuses on Kansas City's more than \$15 billion network of projects designed to improve mobility, connectivity, safety and equity throughout the region. The partnership will help spur work for an east-west Streetcar extension to connect underserved communities with healthcare, jobs, and the heart of Kansas City.

*U.S. Department of Transportation Establishes Partnership with Kansas City to Finance Mobility and Infrastructure Projects, October 24, 2023, [www.dot.gov](http://www.dot.gov)*

## North American Transborder Freight down 1.7% in August 2023 from August 2022



Source: Bureau of Transportation Statistics, TransBorder Freight Data, <https://www.bts.gov/transborder>

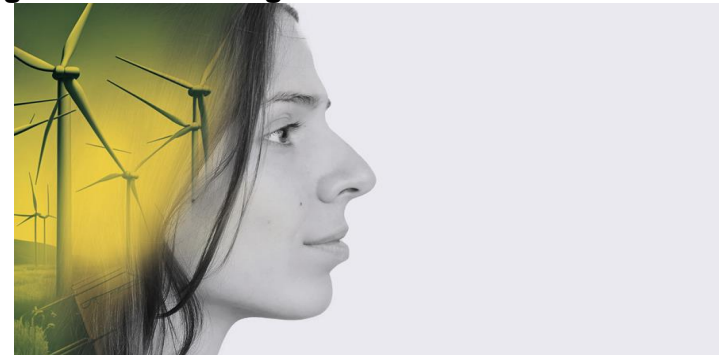
Source: BTS

Transborder freight between the U.S. and North American countries Canada and Mexico is described hereafter: 1. Total transborder freight: \$138.0 billion of transborder freight moved by all modes of transportation, down 1.7% compared to August 2022; 2. Freight

between the U.S. and Canada totaled \$67.2 billion, down 4.0% from August 2022; 3. Freight between the U.S. and Mexico totalled \$70.8 billion, up 0.7% from August 2022; 4. Trucks moved \$87.8 billion of freight, up 4.6% compared to August 2022; 5. Railways moved \$17.7 billion of freight, down 1.0% compared to August 2022; 6. Vessels moved \$11.9 billion of freight, down 11.8% compared to August 2022; 7. Pipelines moved \$9.8 billion of freight, down 33.4% compared to August 2022; 8. Air moved \$5.1 billion of freight, up 9.8% compared to August 2022; and 9. Multiple modes declined due to 25.1% decrease in value of oil and energy commodities. Total transborder freight between Canada and US (both ways) is as follows: Truck \$38b; Rail \$9.5b; Pipeline \$9.0b; Vessel \$3.6b and Air \$3.2b

*North American Transborder Freight down 1.7% in August 2023 from August 2022, October 25, 2023, [www.bts.gov](http://www.bts.gov)*

## EU gender equality reaches new milestone: is progress accelerating?



Source: Europa

Ten years ago, EIGE introduced the Gender Equality Index as a marker for the status quo of gender equality in the EU. Each edition came with more or less the same conclusion: progress is at a snail's pace. However, in this year's edition we see the *biggest annual jump in the overall score in the history of the Index ever*: the EU is at 70.2 points out of 100! The Netherlands, and Denmark still lead the way, but Italy, Portugal, Luxembourg, and Malta also made progress.

*EU gender equality reaches new milestone: is progress accelerating?, October 25, 2023, [www.europa.eu](http://www.europa.eu)*



The Chartered  
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North  
America

**CILTNA 2023 FALL OUTLOOK CONFERENCE  
& ANNUAL DINNER**

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

**WEDNESDAY, NOVEMBER 1, 2023**  
LUNCHEON & WORKSHOP - 11:30 ET  
CILTNA AGM - 17:00 ET  
RECEPTION - 17:40 ET  
ANNUAL DINNER - 18:45 ET

**RIDEAU CLUB - 99 BANK ST.  
OTTAWA, ON**

**CN CPKC** Toronto Pearson International Airport | Airport International

**Register now for the CILTNA 2023 Fall Outlook Conference & Annual Dinner: “Stayin’ Resilient, Stayin’ Alive – Trends Shaping the Future of Transport & Logistics”** on Wednesday, November 1, 2023 at the Rideau Club, 99 Bank Street, Ottawa, ON.

Due to illness, CN’s Ed Harris will not be able to deliver the keynote address at CILTNA’s Annual Dinner. However, François Bélanger, Senior Director, Sustainability, CN, will speak in his place.

For details on schedule and registration rates, please visit:  
<https://ciltna.com/events/2023-fall-outlook-conference-annual-dinner/>

## Transportation's Top Stories Other CILT News

### Job Postings

**\* UK-based publishing company looking for experts in fleet management from UK and North America to collaborate with**

Each contributor would be paid for their time and can choose to have their name associated with the newsletter or not, as they see fit.

Depending on their availability, this could involve:

- Reading the newsletter to ensure information is accurate and relevant (e.g., “This is no longer a widely used practice. Instead, ...”)
- Offering suggestions on additional angles or insights to include (e.g., “A recent study showed X. It would be good to discuss that here.”)
- Offering suggestions for topics of future newsletters
- Signing off as a topic-expert (e.g., “Read and reviewed by Jane Smith, CMO, Fleet Management Corp.”)

If you have any questions or if this interests you, please contact Christian Rigg and let him know what your hourly rate would be for this kind of work. He can be reached at: [christian@elevenwriting.co.uk](mailto:christian@elevenwriting.co.uk)

**\* Port of Thunder Bay Chief, Executive Officer (CEO)**

At the terminus of the St. Lawrence Seaway System the largest inland waterway in the world, the Port of Thunder Bay is the second largest export grain port in Canada and a leading cargo exporter. The Port was built to provide access to European markets for Western Canadian grain producers through the world’s longest grain supply chain. Today, the Port services grain markets in the Mediterranean,

Africa, Central and South America as well as Europe. With world-class facilities that efficiently handle 9 million tonnes of cargo annually, an integral part of the Port of Thunder Bay's strategy is to expand upon the successful project cargo corridor, facilitating the movement of cargo to and from Western Canada and international markets. With the retirement of its current Chief Executive Officer, the Board is looking for a successor who will build upon the incumbent's long-standing leadership and contributions to evolve the Port of Thunder Bay as a major breakbulk hub for Western Canada.

With a mission to promote and invest in the efficient integration of marine, rail and road transportation systems and improve competitiveness of the Thunder Bay marine route to advance economic growth, the CEO is accountable to the Board of Directors for the overall planning, organization, coordination, and control of all Thunder Bay Port Authority's operations to ensure a safe, environmentally sound, and financially self-sufficient organization. In consultation with internal and external stakeholders, the CEO will promote the development of business partnerships with shipping, rail, trucking companies, and independent port operators – leading the organization as a major contributor to economic growth.

This is an exciting opportunity for a proactive and innovative leader with an entrepreneurial mindset, able to see the big picture for this critical infrastructure/transportation business, assessing the risks and opportunities through sound judgement and experience. With the exemplary communication skills needed to engage staff, stakeholders and the Board of the Directors, you bring demonstrated leadership experience managing complex port operations/port asset infrastructure, marine transportation, or supply chain logistics. With the political acumen to engage government agencies and elected officials, your senior executive level experience includes working and communicating effectively with a board of directors. A university degree in Business or a related discipline will serve a valuable foundation to your accomplishments and experience.

#### **To Apply:**

To fill this position, Port of Thunder Bay has partnered with leadership advisory firm Odgers Berndtson. Applications are encouraged immediately and should be submitted online at <https://careers.odgersberndtson.com/en-ca/28622>.

For more information, please contact Kyle Mechar of Odgers Berndtson at [Kyle.Mechar@Odgersberndtson.com](mailto:Kyle.Mechar@Odgersberndtson.com)

We would like to thank all applicants but regret that we are only able to personally contact those individuals whose backgrounds best match the requirements for the role.

#### **Diversity, Equity and Inclusion**

*Port of Thunder Bay is an equal opportunity employer. In accordance with the Accessible Canada Act, 2019 and all applicable provincial accessibility standards, upon request, accommodation will be provided by both Odgers Berndtson and Port of Thunder Bay throughout the recruitment, selection and/or assessment process to applicants with disabilities.*

*Odgers Berndtson is deeply committed to diversity, equity and inclusion in all the work that we do. As part of our efforts to better understand our ability to reach as broad a pool of candidates as possible for our searches, our DEI team would like to encourage you to take a moment and access our [Self-Declaration Form](#).*

#### **\* Manager, Government Affairs and Communications, CPKC**

Canadian Pacific (CP) and Kansas City Southern (KCS) are now CPKC. As the only truly North American railway, we are making big moves! Drawing on our strong foundations and heritage, CPKC moves essential goods across our 20,000-mile network to support economic growth throughout Canada, the U.S. and Mexico. Be a part of history as we connect a continent and create exciting career opportunities across our new transnational network. Visit [cpkcr.com](http://cpkcr.com) to learn about the CPKC advantage, our purpose and culture.

#### **PURPOSE OF THE POSITION:**

The Manager, Government Affairs and Communications, will be responsible for managing a range of government relations initiatives to promote the business and policy objectives of Canadian Pacific Kansas City (CPKC) at the municipal and provincial level, in Quebec and Ontario. Under the supervision of the Director, Indigenous Relations and Government Affairs, the Manager will work closely with the Government Affairs and Communications and Media Relations teams, and others across the company, to execute the initiatives of CPKC's government affairs program. The Manager will also lead CPKC's engagement with francophone media and assist the Communications and Media Relations team with the development of communications products in French. Finally, the Manager will assist the Community Relations team with responding to public inquiries in



French. While the Manager's primary focus will be on government affairs and francophone media relations, some engagement with Indigenous communities may also be required.

**POSITION ACCOUNTABILITIES:**

Develop, maintain, and grow strong relationships with key municipal and provincial elected officials and staff to tell the inspiring story of CPKC: the first and only transnational railway seamlessly connecting Canada, the United States and Mexico

Deploy fact-based arguments to educate key municipal and provincial stakeholders, and other audiences, to ensure CPKC is known as the credible industry leader on issues and public policies affecting the railway industry

Attend and represent CPKC at governmental, political, and other external stakeholder meetings and events

Represent CPKC in business and industry coalitions, as required

Monitor, analyze, and respond to current and potential policy and legislative or regulatory actions at the municipal and provincial level related to the railway industry and CPKC

Collaborate horizontally across the company to support CPKC's business and policy goals

Assist the Communications and Media Relations team with the development of content and communications materials in French, including press material (press releases, media lines, Qs & As, etc)

Assist the Community Relations team with responses to public inquiries in French

Manage relationships with francophone reporters and external stakeholders, including writing and communicating directly with reporters, when required.

Identify risks and opportunities for CPKC

Perform other duties, as assigned, consistent with the goals of CPKC

**POSITION REQUIREMENTS:**

Bachelor's Degree with 5+ years of professional experience in government or a government relations role

Excellent written and oral communication skills in both French and English, with a demonstrated ability to write in a clear, concise, effective and professional manner

Ability to learn quickly and demonstrate intellectual curiosity

Strong advocacy skills with a demonstrated ability to distill complex ideas and communicate them effectively

Exceptional interpersonal and relationship building skills

Knowledge of the Canadian system of government and policy-making process.

Positive and engaging attitude

Professional appearance, work ethic, and demeanor

Strong ability to work collaboratively as a team player and accomplish tasks with self-direction

High degree of personal initiative and desire to achieve success for CPKC

Exceptional organizational and time management skills, with a proven ability to prioritize and manage multiple initiatives simultaneously

Proven ability to work in a fast-paced environment, while remaining calm under pressure and maintaining high quality work standards

High proficiency with standard computer platforms, including Microsoft Word, Excel, and PowerPoint

**WHAT CPKC HAS TO OFFER:**

Flexible and competitive benefits package

Competitive company pension plan

Employee Share Purchase Plan

Performance Incentive Program

Annual Fitness Subsidy

Part-time Studies Program

**ADDITIONAL INFORMATION:**

As an employer with North American presence, the possibility does exist that the location of your position may be changed based on organizational requirements.

**Background Investigation:**

The successful candidate will need to successfully complete the following clearances:

Criminal history check

Reference check

Driver's License Verification

**Management Conductor Program:**

Becoming a qualified conductor or locomotive engineer is the single best way for a management employee to learn the business at CPKC. You may be required to obtain a certification or to maintain your current certification/qualification as a conductor or locomotive engineer.

CPKC is an employment equity employer committed to the principles of employment equity and inclusion. We encourage all qualified candidates to apply including women, Black, Indigenous, People of

Colour (BIPOC), members of the LGBTQ+ community, and people with disabilities. Accommodations for the job application process can be provided, as appropriate, upon request. All applicant information will be managed in accordance with the federal Personal Information Protection and Electronic Documents Act (PIPEDA)".

To apply, please click [HERE](#).

### \* **Principal Planner: Freight Planning, North Jersey Transportation Planning Authority**

Under the direction of the Director of Freight Planning, the Principal Planner: Freight Planning will be responsible for performing a full range of technical planning, research, analysis, written reports, and outreach activities in the specialized field of freight and goods movement planning. The job requires knowledge of goods movement, the application of tools of analysis, the ability to research freight and related topics and produce reports, as well as the ability of effectively engage and interact with stakeholders in the public and private sector. To apply, please click here: <https://njit.csod.com/ux/ats/careersite/1/home/requisition/4582?c=njit>

### \* **GLG, looking for consulting experts in various transportation and logistics fields**

We have been approached by GLG, a bona fide professional services organization which provides hourly consulting services, looking for experts in various transportation and logistics fields. These are done over the phone or in a web meeting (not in person). If you would like to be considered as a candidate (GLG typically pay up to \$200/hr. for these 30 minute or 60 minute consultations) for any of these please let Andrew Young know and he will put you in contact with them ([uschapter@ciltna.com](mailto:uschapter@ciltna.com)).

### **Diesel-to-Electric Battery Repowering | Trains, Trucks, or Boats**

One of our clients, a railcar manufacturer, would like to speak with an expert who is knowledgeable about repowering heavy machinery, such as trains, boats, and trucks. More specifically, they're looking to better understand what it takes to go from diesel to electric battery powered, as well as who the leading suppliers of key components are (e.g., power control systems, inverters, batteries, motors, etc.).

Project Questions

- Do you have experience repowering heavy machinery, such as trains, boats, or trucks? If so, please elaborate on your relevant experience below.
- Are you able to discuss the repowering design, specifically what it takes to transition from conventional diesel to electric battery powered?
- Are you knowledgeable about suppliers of key repowering components (e.g., power control systems, inverters, batteries, motors, etc.)? If so, please note which component suppliers you could elaborate on during a call below.

### **Fleet Management | Market Overview**

One of our clients, a project team at a professional services firm, would like to speak with individuals that have in depth knowledge on the truck fleet management space. Topics of interest include:

- Products offered by truck fleet management companies
- Value chain
- Products
- Market size, areas for growth, and top players in the space

Please Note: Our client is working on behalf of a corporation or investment firm. GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered confidential or proprietary to their current or former employers or other third parties.

Project Questions

- Can you list what are the main products that a truck fleet management company offers?
- On a scale from 1-5 (1=not able to speak, 5=extremely knowledgeable), how knowledgeable are you on the following topics related to fleet management:
  - Who do you believe are the 3-5 main truck fleet management companies and who has been gaining market share in the last 5 years?
  - Can you speak to what is the average gross margin that fleet management companies generally have combining all products and services? (in %)

### **Fleet Operations | Fleet Manager Perspective**

One of our clients, a project team at a professional services firm, would like to speak with professionals with fleet management experience across truck, rail, maritime, or aviation fleets.

Please Note: Our client is working on behalf of an Oil & Gas Provider. GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered

confidential or proprietary to their current or former employers or other third parties.

#### Project Questions

- Roughly how many vehicles are/were included in your fleet?
- Are you involved in the evaluation and decision-making process for fuel choices and alternative products used in your fleet? Please select which best represent your relevant experience.
- Are you familiar with fuel alternative products ("green fuel", biofuels, etc.)? Please briefly elaborate on your experience in 1-2 sentences.
- Can you speak to your preference of fuel vs. fuel alternative products and your rationale? Please briefly elaborate in 1-2 sentences.
- Could you provide examples of and speak to companies that are selling fuel alternative products in the market today? What are your perceptions of these companies?
- Can you speak to the fuel alternative products in the market today? What are your perceptions of these products? What has influenced your perception? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you provide examples of when you have utilized fuel alternatives within your business/at your place of work? What were the advantages? The disadvantages? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you speak to making purchase decisions regarding fuel alternatives? What were your considerations? What ultimately influenced your decision? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Could you speak to the sources/influences that you consulted during this buying process? Please briefly elaborate on your ability to discuss in 1-2 sentences.
- Does your CURRENT company compete with Oil & Gas Manufacturers.
- Do you have current/recent experience (within 0-2 years) in fleet management across any of the following segments?

#### Freight Brokerage Services | Overview

One of our clients, an analyst at an investment management firm, would like to speak with a Network Member who can speak on the freight brokerage services space. Topics of discussion include:

The unique dynamics of fresh produce / temperature-controlled shipping

- Defensive actions to take during a brokerage downturn
- Main drivers of freight brokerage financials
- Up and coming tech platforms for freight brokerages

GLG Network Members are not permitted to consult about their current employer(s) or provide any information that may be considered confidential or proprietary to their current or former employers or other third parties.

#### Project Questions

- Can you speak to the unique dynamics of fresh produce/temperature-controlled shipping? If so, please elaborate on your ability to do so below.
- Have you navigated a downturn at your brokerage? If so, can you speak on the defensive actions that were taken?
- Can you speak on the main drivers of freight brokerage financials? If so, please elaborate in 1-2 sentences on your ability to do so below.
- Can you speak on any emerging tech platforms for freight brokerages? If so, please elaborate on them below.
- Do you have any off-limit topics and/or anything you might be contractually obligated not to discuss regarding this consultation or space? If so, please briefly elaborate on the topics you are not allowed to discuss.



#### ★ Did you know CILTNA now has an X (formerly Twitter) Account?

Go to: [https://twitter.com/cilt\\_na](https://twitter.com/cilt_na) and Follow Us.



#### ★ Did you know CILTNA has a YouTube Channel?

To view all of our past webinar recordings, please subscribe to our YouTube channel at:  
<https://www.youtube.com/channel/UC1gRKcOcJ5vohMSRFBjIEFA>

Subscribe and click the bell icon to receive notifications whenever we post a new webinar video.

#### ★ CILTNA International News Feed (INF) on WhatsApp

Join our new International News Feed for all the latest daily news on WhatsApp. WhatsApp is free messaging app for Smartphones.

To download the app to your phone, go to: <https://www.whatsapp.com/> and create your WhatsApp account. Once you have an account, click this link to join CILTNA's INF: <https://chat.whatsapp.com/LHqtGV1mTip9XqFvvzDdV9>

If you need assistance with creating your account or joining, please contact Rebecca Whelan at [admin@ciltna.com](mailto:admin@ciltna.com)