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Transportation's Top Stories

Air Transport Updates

CANADA

Air Canada Announces Changes to its Regional Network



Source: Air Canada

Air Canada on September 19, 2025 announced changes to its regional network that include new flights connecting Ottawa to both Fredericton and Moncton beginning Dec. 15, 2025, and non-stop flights from Vancouver to Fort McMurray starting Dec. 2, 2025. The airline is also increasing flights from Toronto to Sudbury as of Feb. 1, 2026. All flights will be operated with Air Canada Express Q400 aircraft. Flights are now available for purchase at aircanada.com, through Air Canada Contact Centres, and via travel agents.

Air Canada Announces Changes to its Regional Network, September 19, 2025, www.aircanada.ca

Air Canada Adds Select Transborder Routes



Source: Air Canada

Air Canada announced on September 22, 2025 that it is adding new transborder flights and boosting capacity in select transborder markets for Summer 2026. Flights are now available for purchase at aircanada.com, through Air Canada Contact Centres, and via travel agents. “Air Canada is launching services to San Antonio and linking Columbus and Cleveland to Montreal to support travel between these destinations and points across our global network. We are also boosting capacity on other markets to provide additional travel options for customers on both sides of the Atlantic,” said Mark Galardo, Executive Vice President & Chief Commercial Officer, and President, Air Canada Cargo.

Air Canada Adds Select Transborder Routes, September 22, 2025, www.aircanada.ca

London Calling! Air Canada Keeps Ottawa Connected Year-Round



Source: Air Canada

Air Canada announced on September 23, 2025 that its Ottawa to London Heathrow non-stop flights will continue for Winter 2025-26, ensuring year-round connectivity between Canada's capital city and the United Kingdom's largest airport and a premier international gateway. Flights are available for booking now at aircanada.com, through Air Canada Contact Centres, and via travel agents. It is the only Canadian airline linking Canada's capital non-stop to Europe from where a wide array of connections at Heathrow across Europe, the Middle East, India and Africa.

London Calling! Air Canada Keeps Ottawa Connected Year-Round, September 23, 2025, www.aircanada.ca

Air Canada Provides Third Quarter 2025 Estimated Results and Updated Full Year 2025 Guidance

Air Canada on September 24, 2025 provided certain estimated results for the third quarter of 2025 and updated full year 2025 guidance, which was suspended in August 2025. Air Canada also provided an estimate of the financial impact of the labour disruption in August by the Canadian Union of Public Employees (CUPE), the union representing cabin crew. Air Canada anticipates, for the quarter ending September 30, 2025: 1. Operated capacity to decline by approximately 2% from the same period in 2024 as a result of the cancellation of more than 3,200 flights; and 2. Operating income between \$250 million and \$300 million, which includes approximately \$175 million from one-time non-cash pension plan amendments and other labour related charges and adjusted EBITDA between \$950 million and \$1 billion. Air Canada's operating income totalled \$1.040 billion and adjusted EBITDA \$1.523 billion for the third quarter of 2024. The financial impact of the labour disruption, which included an unlawful strike, is estimated to be \$375 million in operating income and adjusted EBITDA. This amount is derived from the combination of

three components. First, the revenue impact is estimated to be \$430 million, mainly due to refunds issued to customers, customer compensation and lower than expected travel bookings in August and early September. Second, \$145 million in costs are estimated to have been avoided due to less flying activity, largely attributable to lower fuel expenses. Third, the cost avoidance was partially offset by an estimated \$90 million of incremental costs associated with reimbursements to customers for out-of-pocket expenses and labour-related operating costs.

Air Canada Provides Third Quarter 2025 Estimated Results and Updated Full Year 2025 Guidance, September 24, 2025, www.aircanada.ca

Minister of Transport welcomes the world to the 42nd Assembly of the International Civil Aviation Organization (ICAO)

On September 23, 2025, the Honourable Steven MacKinnon, Minister of Transport and Leader of the Government in the House of Commons, addressed international delegates at the opening ceremony of the 42nd Session of the Assembly of ICAO, which runs from September 23 to October 3, 2025 in Montréal. Minister MacKinnon underscored aviation's role as one of the most powerful engines of economic growth. He highlighted the need for continued cooperation and innovation, including developing and adopting new, more efficient technologies, to help seize the opportunities of the rapidly evolving field of aviation, while ensuring that No Country is Left Behind. The Minister also stressed the importance of making international aviation more accessible to persons with disabilities and continuing to make aviation more sustainable. While in Montréal, Minister MacKinnon also met with his counterparts and key international allies from the European Union, Japan, Saudi Arabia, Spain, Ukraine and the United States to discuss ways to enhance international cooperation in transportation.

Minister of Transport welcomes the world to the 42nd Assembly of the International Civil Aviation Organization (ICAO), September 24, 2025, www.tc.gc.ca

Aircraft movement and civil aviation statistics, July 2025



Source: Statcan

Major Canadian airlines flew 8.3 million passengers on scheduled and charter services in July, edging down 0.3% from July 2024. The number of passenger-kilometres increased 1.6% year over year to 23.9 billion in July 2025, while capacity was up 3.3% to 27.6 billion available seat-kilometres. As a result, the passenger load factor (the ratio of passenger-kilometres to available seat-kilometres) declined from 88.0% in July 2024 to 86.6% in July 2025. At the same time, aircraft movements at Canada's major and select small airports totalled 614,251 in July 2025, up 3.6% from the same month the previous year. Local movements rose 6.6% year over year, while itinerant movements increased 2.3%.

Aircraft movement and civil aviation statistics, July 2025, September 25, 2025, www.statcan.gc.ca

US/WORLD

IATA Study Confirms that SAF Technology Rollout is Main Bottleneck to Net Zero, not Feedstock Availability



Source: IATA

The International Air Transport Association (IATA), in partnership with Worley Consulting, has published a study demonstrating that sufficient

sustainable aviation fuel (SAF) feedstock exists to enable the airline industry to achieve net zero CO₂ emissions by 2050. All feedstocks considered meet stringent sustainability criteria and do not lead to changes in land use. The study also identified significant barriers in using that feedstock for SAF production, namely: 1. The slow pace of technology rollout that would enable SAF to be produced from varied sources. Currently the only commercially scaled SAF production facilities use HEFA technology, for example converting used cooking oil into SAF. 2. Competition with other potential users of the same feedstock. Policies allocating biomass feedstock to hard-to-abate sectors such as aviation must be prioritized. Airlines will need 500 million tonnes (Mt) of SAF to achieve net zero carbon emissions by 2050, as outlined in the IATA Net Zero Roadmaps.

IATA Study Confirms that SAF Technology Rollout is Main Bottleneck to Net Zero, not Feedstock Availability, September 23, 2025, www.iata.org



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America

Transportation's Top Stories

Rail Transport Updates

CANADA

 **Important step towards completing the Lac-Mégantic rail bypass project with the submission of the application to the Canadian Transportation Agency**

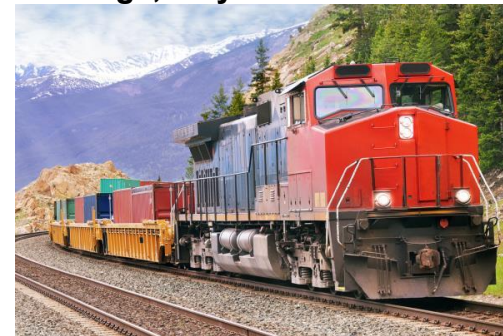


Source: Railway Age

On September 20, 2025, the Minister of Transport and Leader of the Government in the House of Commons, Steven MacKinnon, announced an important step forward in the Lac-Mégantic rail bypass project. The Canadian Transportation Agency (CTA) has received the railway operator's official application, allowing the project to move into the assessment phase. Following extensive environmental consultations, Transport Canada and the rail operator reached a key milestone with the submission of the application to the CTA. The application includes environmental studies, consultation reports, as well as a well monitoring plan. These documents will be made available online as part of the public consultation process, which will be launched shortly. Construction of the bypass will begin once all regulatory approvals have been obtained, including from the CTA.

Important step towards completing the Lac-Mégantic rail bypass project with the submission of the application to the Canadian Transportation Agency, September 20, 2025, www.cta-otc.gc.ca

Railway carloadings, July 2025



Source: Statcan

The volume of cargo carried by Canadian railways reached 30.7 million tonnes in July 2025, down 0.4% from one year earlier. Despite this decline, the overall freight volume in July 2025 was slightly above the five-year historical average of 29.8 million tonnes for the month of July. Lower volumes of freight traffic from connections with American railways drove the overall traffic decrease in July 2025, as non-intermodal domestic loadings (mainly commodities) and intermodal domestic loadings (mainly containers) both reported gains. *Railway carloadings, July 2025, September 24, 2025, www.statcan.gc.ca*

US/WORLD

The Trump Dividend: Transportation Secretary Sean P. Duffy Announces Over \$5 Billion to get America Building Safer, More Reliable Railroads



Source: DOT

U.S. Transportation Secretary Sean P. Duffy on September 22, 2025 announced that the Federal Railroad Administration (FRA) issued a Notice of Funding Opportunity (NOFO) for the National Railroad Partnership Program. The new NOFO allocates more than \$5 billion in funding for projects that enhance safety on intercity passenger rail networks. This includes improvements to grade crossings, which result in more than 2,000 incidents and 200 fatalities each year. The NOFO includes approximately \$2.4 billion the FRA de-obligated from the California High-Speed Rail boondoggle, which will now be reinvested into successful projects, critical infrastructure upgrades, and rail safety. This is the first of many Trump Infrastructure Dividends whereby re-competed federal dollars will be redirected from wasteful boondoggles to real infrastructure projects that benefit the American people.

The Trump Dividend: Transportation Secretary Sean P. Duffy Announces Over \$5 Billion to get America Building Safer, More Reliable Railroads, September 22, 2025, www.dot.gov

Trump's Transportation Secretary Sean P. Duffy Announces Over \$42 Million in Critical Funding for Rail Safety Improvements in Florida



Source: DOT

U.S. Transportation Secretary Sean P. Duffy announced on September 22, 2025 that the Department has obligated four grants totalling over \$42 million to fund critical rail safety projects along Brightline Florida's rail corridor. The grants, the oldest of which was issued three years

ago, are a part of the Biden-Buttigieg grant backlog. These four rail safety grants support installing safety fencing, grade crossing upgrades, and a trespassing alert system. The Biden-Buttigieg Administration pledged to address safety in the Sunshine state years ago but never moved these essential infrastructure dollars out the door.

Trump's Transportation Secretary Sean P. Duffy Announces Over \$42 Million in Critical Funding for Rail Safety Improvements in Florida, September 22, 2025, www.dot.gov

Railroad Industry Continues Making Progress Converting Tank Cars to Safer Standards

Bureau of Transportation Statistics (BTS) announced that over 70% of rail tank cars carrying Class 3 flammable liquids meet DOT-117 specifications. The key points of its announcement were: 1. The number of DOT-117 and DOT-117R tank cars as part of the fleet transporting Class 3 flammable liquids continued to increase in 2024, from 67 percent (68,013 tank cars) in 2023 to 73 percent (73,757 tank cars) in 2024. 2. Almost all crude and ethanol were carried by DOT-117 or DOT-117R tank cars. This included 9,983 DOT-117/DOT-117R tank cars carrying crude and 36,958 carrying ethanol. Only 130 jacketed (a layer of thermal insulation) CPC-1232 tank cars carried crude, and 18 jacketed CPC-1232 tank cars carried ethanol. 3. Other flammable liquids remain the largest group of Class 3 flammable liquids not required to be transported in DOT-117 tank cars. This includes 85 non-DOT-117 tank cars for other flammable liquids packing group 1 (phaseout date: May 1, 2025), and 17,352 non-DOT-117 tank cars for other flammable liquids packing group 2 and 3 (phaseout date: May 1, 2029).

Railroad Industry Continues Making Progress Converting Tank Cars to Safer Standards, September 22, 2025, www.bts.gov

Largest US rail union endorses UP, NS merger after job deal



Source: AJOT

The United States' largest railroad union, SMART, said on September 22, 2025 it would back Union Pacific's proposed \$85 billion merger with Norfolk Southern after securing job protection guarantees for its members. The sector's largest-ever buyout, aimed at creating the first transcontinental railroad in the U.S., has won White House backing as Union Pacific and Norfolk Southern prepare to file a formal merger application with the Surface Transportation Board. The transportation division of SMART, the International Association of Sheet Metal, Air, Rail and Transportation Workers, had previously said it intends to oppose the transcontinental merger citing concerns about how it will affect U.S. workers and infrastructure. "SMART-TD members working in train and yardmaster service will have job protection for the length of their careers following the transaction," the union said. "Union Pacific has committed that these employees will not face involuntary furloughs as a result of the merger." Norfolk Southern and Union Pacific had previously said they intend to preserve union jobs and aim to be the safest railroad in the country. SMART represents 230,000 members across several sectors including transportation, construction, and manufacturing.

Largest US rail union endorses UP, NS merger after job deal, September 22, 2025, www.ajot.com

UP-NS merger could extend West Coast market share reach



Source: JOC

The planned transcontinental merger of two major US railroads may incentivize more US West Coast routings and increase competition with the Port of Vancouver for Midwest markets. That would come after West Coast ports over the past decade have lost share to East and Gulf coast gateways and to ports in Western Canada. The efficiencies gained by merging Union Pacific Railroad (UP) and Norfolk Southern Railway (NS) would make cross-country shipments from the West Coast to markets east of Chicago more cost feasible. The merger, if

approved by federal rail regulators, would also allow the combined entity to directly serve eastern US.

UP-NS merger could extend West Coast market share reach, September 23, 2025, www.joc.com



Rail merger: Lifetime job is great “until you are stuck in it”



Source: Freightwaves

The largest western railroad said that every member of the SMART-TD (Sheet Metal, Air, Rail and Transportation Workers—Transportation Division), union holding a job at the time of the merger will have career-long positions if and when the blockbuster rail deal is approved by federal authorities. The tie-up would create a transcontinental freight rail colossus with more than 50,000 employees operating 52,000 miles of track in 43 states. About 80% of those workers are unionized. The current networks are far-flung, unmerged: You could work for Norfolk Southern and live in Des Moines, Iowa, more than 900 miles from company headquarters in Atlanta. Some observers said the union employment agreement might not be all it seems. Absent the details, “[T]he headlines have read like the Burlington Northern agreements signed before 1970 to get labor’s support for the Great Northern/Northern Pacific/Chicago, Burlington & Quincy/Spokane, Portland & Seattle merger into BN,” wrote consultant Kal Silverberg, in a LinkedIn post. “The problem was that merger-related traffic shifts, along with normal traffic fluctuation, led to differing labor demand for different segments — some higher, some lower. And thus, labor costs did not reach the prospective [merger] savings,” said Silverberg, who worked almost three decades at BN and then BNSF.

Rail merger: Lifetime job is great “until you are stuck in it”, September 24, 2025, www.freightwaves.com



AAR: U.S. Rail Traffic Down in Week 38



Source: Railway Age

The Association of American Railroads in reporting freight rail traffic for the week ending Sept. 20, 2025 (Week 38) noted that total U.S. rail traffic was 510,677 carloads and intermodal units, down 2.2% from the prior-year period. Total carloads for the week came in at 228,609, dipping 1.8% from the same week in 2024, and intermodal volume was 282,068 containers and trailers, dipping 2.5% from last year. Two of the 10 carload commodity groups posted an increase compared with the same week in 2024. They were grain, up 2,170 carloads, to 23,147; and metallic ores and metals, up 380 carloads, to 20,358. Commodity groups that posted decreases compared with the same week in 2024 included coal, down 3,112 carloads, to 60,029; miscellaneous carloads, down 1,644 carloads, to 8,634; and nonmetallic minerals, down 736 carloads, to 31,402. Canadian railroads reported 89,916 carloads for the week, down 2.8 percent, and 72,704 intermodal units, up 4.2 percent compared with the same week in 2024. For the first 38 weeks of 2025, Canadian railroads reported cumulative rail traffic volume of 6,140,957 carloads, containers and trailers, up 2.1 percent.

AAR: U.S. Rail Traffic Down in Week 38, September 24, 2025, www.railwayage.com

U.S. Transportation Secretary Sean P. Duffy on September 25, 2025 announced a loan of up to \$35.9 million from the Build America Bureau to the Port of Longview in Cowlitz County, Washington, for Phase 1 of the Port's Industrial Rail Corridor Expansion project. The project will leverage Secretary Duffy's recently announced improvements to the Transportation Infrastructure Finance and Innovation Act (TIFIA) program, which expanded borrowers' ability to finance up to 49 percent of eligible project costs through low-interest, flexible, long-term loans. These loans help accelerate project delivery, save taxpayer dollars, and facilitate private investment.

Trump's Transportation Secretary Sean P. Duffy Announces \$35.9 Million Loan to Expand Freight Capacity for Washington State's Port of Longview, September 25, 2025, www.dot.gov



Trump's Transportation Secretary Sean P. Duffy Announces \$35.9 Million Loan to Expand Freight Capacity for Washington State's Port of Longview



Source: DOT



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Transportation's Top Stories

Marine Transport Updates

CANADA

Transport Canada announces funding to address underwater vessel noise impacts on marine mammals

On September 25, 2025, the Minister of Transport and Leader of the Government in the House of Commons, the Honourable Steven MacKinnon, announced \$2.8 million in funding, through the Quiet Vessel Initiative, for seven Indigenous communities along the Trans Mountain Expansion Project marine shipping route. This important initiative is supporting underwater noise measurement in local territories with the goal of lessening acoustic disturbances to endangered marine mammals. Building our understanding of Canada's environment and ecosystems, allows us to strengthen our economy, while also safeguarding endangered marine mammals.

Transport Canada announces funding to address underwater vessel noise impacts on marine mammals, September 25, 2025, www.tc.gc.ca

Montreal port faces bigger problem than \$2.3 billion expansion can solve, says maritime expert



Source: Financial Post

The St. Lawrence River channel from Quebec City to Montreal is too shallow for the standard Neo-PanaMontreal's Contrecoeur Terminal expansion as part of Prime Minister Mark Carney's nation-building projects may ease traffic at the port, but it won't solve the port's bigger problem: getting deep-draft modern container ships in and out. Jean-Paul Rodrigue, a professor of maritime business administration at Texas A&M University, said the St. Lawrence River channel from Quebec City to Montreal isn't deep enough to handle increasingly large container ships. It's designed to handle vessels carrying up to 5,000 standard containers, which is much less than the standard Neo-Panamax container ships that can carry as many as 14,000 containers. To add to this, Eastern Canada is losing shipping market share to American seaboard

Montreal port faces bigger problem than \$2.3 billion expansion can solve, says maritime expert, September 25, 2025, www.financialpost.ca

US/WORLD

Port of Long Beach named best West Coast port, green port



Source: AJOT

The Port of Long Beach has been named the best West Coast seaport in North America for a seventh consecutive year in addition to being named the best green seaport by readers of the shipping trade publication *Asia Cargo News*. The honors were announced during the Asian Freight, Logistics and Supply Chain Awards held Sept. 3, 2025 in Hong Kong. Asia Cargo News hosts and organizes the awards ceremony yearly to recognize top seaports, shipping lines and other logistics industry leaders. More than 15,000 readers and e-newsletter subscribers of Asia Cargo News nominated leading companies for each category, then determined the winner from a list of four finalists in each category. Find the full list of winners here.

Port of Long Beach named best West Coast port, green port, September 19, 2025, www.ajot.com

Port of Los Angeles August cargo remains strong as high volume continues



Source: AJOT

After reaching new cargo heights in July 2025, Port of Los Angeles volume remained strong in August 2025. The Port efficiently processed 958,355 Twenty-Foot Equivalent Units (TEUs), nearly the same as last

year's robust performance. "The Port of Los Angeles moved nearly 2 million containers in July and August combined," Port of Los Angeles Executive Director Gene Seroka said at a media briefing. "That's the best two-month stretch for any port in the Western Hemisphere. Retailers and manufacturers have continued to bring goods in early, both to get ahead of holiday demand and to hedge against any shifts in trade policy. "Looking forward," Seroka added, "I expect container volumes to ease through the rest of 2025—especially against last year's unusually high benchmarks. That's because much of the year-end holiday cargo has already arrived. And economic signals like slowing job growth and lingering inflation are making both importers and consumers a bit more cautious."

Port of Los Angeles August cargo remains strong as high volume continues, September 19, 2025, www.ajot.com

LA-LB likely to work with regulator on emissions-cutting plan for ports



Source: JOC

The South Coast Air Quality Management District (AQMD) should work with the ports of Los Angeles and Long Beach on developing a joint plan to reduce emissions at the ports rather than unilaterally imposing its own solution, a committee within Southern California's clean air regulator has recommended. AQMD's so-called "mobile source committee" informed the ports of its position during a call on September 19, 2025, a move seemingly made in response to years-long pushback from the ports and its users to having the regulator attempt to implement its own emissions plan known as the Indirect Source Rule (ISR).

LA-LB likely to work with regulator on emissions-cutting plan for ports, September 22, 2025, www.joc.com

Port of Oakland August container volumes hold steady



Source: AJOT

The Port of Oakland reported steady cargo flows in August 2025, handling 192,313 twenty-foot containers (TEUs), nearly even with August 2024 volumes (-0.3%). In a year-over-year comparison, imports decreased slightly and totalled 82,245 TEUs (-1.2%), while exports rose to 62,477 TEUs (+5.2%), underscoring sustained demand from overseas markets. August's results followed a strong July surge and reflected continued adjustments by shippers responding to tariff-related trade policy shifts. Importers moved goods earlier in the season to avoid potential disruptions, while exporters benefited from consistent overseas demand. Empty container movements tracked with seasonal norms. Through the first eight months of 2025, the Port has processed 1.54 million TEUs, a 1.7% increase compared to the same period last year, keeping Oakland on track for a solid year-end performance as a vital U.S. gateway for global trade.

Port of Oakland August container volumes hold steady, September 24, 2025, www.ajot.com

Trans-Pacific capacity cuts on the rise as carriers look to stem rate slide



Source: JOC

Trans-Pacific container lines will accelerate blank sailings over the next four weeks in an effort to stabilize spot rates that are continuing to fall amid an unusually soft pre-Golden Week market. The reduction in planned capacity for October 2025 has increased from 3.8% to 13.6% on the Asia-North America West Coast trade and from 4.8% to 14.4%

on the Asia to East Coast lane, Alan Murphy, CEO of Sea-Intelligence Maritime Analysis, said in this week's Sunday Spotlight newsletter. That comes as spot rates to the West Coast have fallen 30% over the past three weeks.

Trans-Pacific capacity cuts on the rise as carriers look to stem rate slide, September 25, 2025, www.joc.com



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North
America

Transportation's Top Stories

Road Transport Updates

CANADA

Manitoba tightens safety compliance rules for U.S. motor carriers

U.S. motor carriers operating in Manitoba face safety compliance rules that require them to hold a provincial safety fitness certificate. Effective Sept. 1, 2025 carriers without an equivalent operating authority from another Canadian jurisdiction need to apply for a Manitoba Safety Fitness Certificate (SFC), according to the Manitoba government website. The move brings U.S. operators in line with local carriers, under Section 312.2 of the *Manitoba Highway Traffic Act*. The requirement applies to all regulated vehicles, which include trucks and tractors with a registered gross vehicle weight of 4,500kg (10,000lbs) or more, as well as passenger vehicles and buses with 11 or more seats including the driver. To qualify, carriers must meet the same standards as Manitoba-based operators. That includes showing proof of insurance, ensuring vehicles pass inspection requirements, completing educational components, and adhering to safety protocols. Once granted, certificates must be renewed annually, with operators submitting documents that prove they continue to meet or exceed provincial requirements. In addition, carriers will be required to display their company name or logo and their newly assigned National Safety Code number, or Canadian equivalent, on vehicles so they can be easily identified by other road users and enforcement officers.

Manitoba tightens safety compliance rules for U.S. motor carriers, September 19, 2025, www.todaystrucking.com

Loblaw to deploy 50 Gatik autonomous trucks



Source: Today's Trucking

Loblaw is rolling out an additional 50 autonomous trucks built by Gatik to serve regional distribution networks in the Toronto area. The multi-year deal begins with the deployment of 20 autonomous trucks equipped with Gatik's next-generation sensor suite, which will be on the road by the end of this year. Another 30 trucks will be deployed by the end of 2026, Gatik said in a release. The Canadian autonomous truck maker says this represents the largest planned rollout of autonomous trucks in North America. Initially, the trucks will operate with safety drivers on board, before transitioning to freight-only (driverless) operations serving more than 300 stores. "This is a transformational moment, not just for Gatik and Loblaw, but for the autonomous trucking sector globally," said Gautam Narang, CEO and co-founder of Gatik.

Loblaw to deploy 50 Gatik autonomous trucks, September 23, 2025, www.todaystrucking.com

Ontario extends detailed MELT lesson plans deadline to July 1, 2026

The Ontario Ministry of Transportation (MTO) has once again extended the deadline for truck driver training schools to incorporate detailed lesson plans in their mandatory entry-level training (MELT) programs. The timeline has been pushed back another nine months to July 1, 2026. In a bulletin issued Sept. 23, the MTO announced the new deadline to resubmit an updated curriculum. This is the second extension provided to driving schools in the province. The earlier deadline had been on Oct. 1, 2025.

Ontario extends detailed MELT lesson plans deadline to July 1, 2026, September 24, 2025, www.todaystrucking.com

Canadian government to end home delivery in Canada Post reform



Source: Freightwaves

The Canadian government said on September 25, 2025 that Canada Post will end most door-to-door delivery and reduce delivery frequency as part of a turnaround plan for the “insolvent” institution, which is suffering from an outdated business model and protracted labor dispute with mail carriers. Canada Post has lost US\$3.6 billion since 2018 and is on track to lose US\$1.1 billion this year, according to government figures. Mail and parcel volumes have steadily declined this century as people turn to digital communications and private couriers have successfully taken away parcel business. Critics say Canada Post failed to innovate and adjust its network to address the competitive forces, focusing on questionable capital investments and not operations. In January, the government provided a US\$720 million emergency loan to prop up the national mail carrier. “Canada Post is now facing an existential crisis.... Today, the corporation is losing approximately [\$7.2] million every day,” said Joël Lightbound, minister of government transformation, public works and procurement,” in a statement.

Canadian government to end home delivery in Canada Post reform, September 25, 2025, www.freightwaves.com

Ottawa Must Hold Public Hearings on Canada Post Expansion into Parcel Market: CTA



Source: Ontruck

The Canadian Trucking Alliance is asking for clarification and transparency on federal Transformation, Public Works and Procurement Minister Lightbound's announcement to introduce measures designed to stabilize Canada Post's finances and enable its modernization. The announcement follows a report earlier this year by the Industrial Inquiry Commission, which highlighted the state of the service and its solvency issues. In the report, both the union and management emphasized their interest for greater expansion into the parcel delivery market, including cross-border shipments. While today's announcement by Minister Lightbound does not specifically endorse this move, it does raise the issue of parcel delivery as a source of growth and highlighted Canada Post's declining market share versus the private sector in this area and the service's failure to pay attention to this gap.

Ottawa Must Hold Public Hearings on Canada Post Expansion into Parcel Market: CTA, September 25, 2025, www.ontruck.ca

US/WORLD

Borderlands Mexico: Uber Freight bets on cross-border growth as trade surges 21%



Source: Freightwaves

Uber Freight is deepening its imprint in Mexico, integrating customs, brokerage, and transportation services to help shippers navigate a

fast-changing trade environment, according to Jesús Ojeda, the company's head of Mexico operations. "One of the advantages that we have is we digitalize everything, and we have visibility at the border, which has traditionally been the black hole," Ojeda said in an interview at Uber Freight's Deliver 2025 conference on Tuesday. "Customers can see every document, every check, every step in the same system." Key developments in the third week of September were: Uber Freight bets on cross-border growth as trade surges 21%; GE Aerospace to Invest \$29M in Mexico Expansion; and Binary Container Logistics expands with major Texas lease.

Borderlands Mexico: Uber Freight bets on cross-border growth as trade surges 21%, September 21, 2025, www.freightwaves.com



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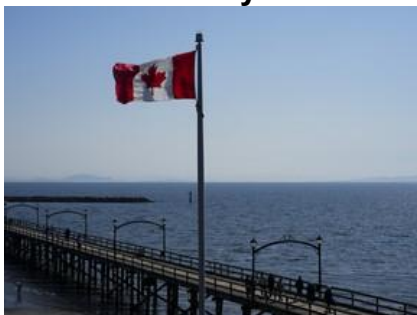
North
America

Transportation's Top Stories

Other Transport Updates

CANADA

 **OECD hikes growth outlook for Canada and the world, but warns full effect of tariffs yet to be felt**



Source: Financial Post

The Canadian economy is expected to grow by 1.1 per cent in 2025 and 1.2 per cent next year, according to a report released by the Organisation for Economic Co-operation and Development (OECD) on September 23, 2025. The OECD has revised up the Canadian growth outlook by a modest 0.1 per cent for both 2025 and 2026, compared to its previous interim economic outlook earlier this year. The OECD also upgraded global growth for this year to 3.2 per cent compared to the 2.9 per cent previously forecasted, as economies showed more resilience during the first half of 2025.

OECD hikes growth outlook for Canada and the world, but warns full effect of tariffs yet to be felt, September 23, 2025, www.financialpost.ca

 **Canada must make urgent structural reforms to ensure long-term economic prosperity: Macklem**



Source: Financial Post

Canada must make urgent structural reforms to ensure its long-term economic prosperity in the wake of the U.S. trade war, the full impact of which has yet to hit the world's economy, Bank of Canada governor Tiff Macklem said on September 23, 2025. "The global economic fallout from the U.S. trade war has so far been milder than first predicted — both because the U.S. tariffs are not as high as initially feared and because retaliatory tariffs were limited," Macklem said during a speech to the Greater Saskatoon Chamber of Commerce. "But the full impact has yet to be seen."

Canada must make urgent structural reforms to ensure long-term economic prosperity: Macklem, September 23, 2025, www.financialpost.ca

Travel between Canada and other countries, July 2025



Source: Statcan

In July 2025, the number of Canadian-resident return trips from the United States was down 32.4% year over year, while the number of trips to Canada by US residents decreased 3.0%. This marked the second time since June 2006 (excluding August and September 2021, during the COVID-19 pandemic) when more US residents made trips to Canada than Canadian residents travelled to the United States. Meanwhile, in July 2025, the number of trips to Canada by overseas residents was up 10.3% from July 2024, while the number of Canadian-resident return trips from overseas increased 8.3%.

Travel between Canada and other countries, July 2025, September 23, 2025, www.statcan.gc.ca

US/WORLD

Trump's Transportation Secretary Sean P. Duffy Announces Progress in Revitalizing Washington Union Station as Part of President Trump's Agenda to Make D.C. Safe and Beautiful

U.S. Transportation Secretary Sean P. Duffy on September 19, 2025 announced another key milestone in the rehabilitation and modernization of Washington Union Station. As [announced](#) in August 2025, the Department of Transportation (USDOT) is taking the lead role in revitalizing Washington Union Station as a safe and beautiful gateway to the nation's capital. This week, both Amtrak and the Union Station Redevelopment Corporation (USRC) Boards of Directors unanimously agreed to approve the terms of a renegotiated cooperative agreement restoring strong federal control of the facility. The new agreement among USRC, Amtrak, and USDOT's Federal Railroad Administration (FRA) will fast track restoration efforts, improve security, and attract new economic development.

Trump's Transportation Secretary Sean P. Duffy Announces Progress in Revitalizing Washington Union Station as Part of President Trump's

Agenda to Make D.C. Safe and Beautiful, September 19, 2025, www.dot.gov

Teamsters grows influence in Amazon's food network via UNFI success

The Teamsters has been battling Amazon on several fronts for several years with mixed success, and its laser-like focus on that target can lead it to invoke the online retailer's name whenever it can, even if it's a few degrees of separation. An ongoing Teamsters organizing effort at UNFI—an acronym drawn from the company's first formal name, United Natural Foods—found recent success in Richburg, South Carolina, where workers there voted 27-15 to join the Teamsters.

Teamsters grows influence in Amazon's food network via UNFI success, September 22, 2025, www.freightwaves.com

International Transport Forum to support development of National Road Safety Strategy for Ukraine

The International Transport Forum (ITF) is launching a project to develop a 10-year National Road Safety Strategy for Ukraine. The initiative was requested by Ukraine's Ministry for Development of Communities and Territories. This will be the first of several projects implemented in cooperation between the Ministry and the ITF. More than 3300 people died in road crashes in Ukraine in 2024, according to the National Police of Ukraine. The number of all crashes involving licensed transport (buses and trucks), according to the State Service of Ukraine for Transport Safety, increased by almost 25% in 2024 in a year-on year comparison with 2023.

International Transport Forum to support development of National Road Safety Strategy for Ukraine, September 22, 2025, www.itf-oecd.org

Trump's Transportation Secretary Sean P. Duffy Delivers Largest Emergency Relief Funding Ever for North Carolina's Hurricane Recovery



Source: DOT

U.S. Transportation Secretary Sean P. Duffy today announced that the North Carolina Department of Transportation (NCDOT) will receive \$1.15 billion in additional Emergency Relief funding for Hurricane Helene repairs. This is the largest single allocation under the Federal Highway Administration's Emergency Relief (ER) Program for a state in the Department's history. With today's announcement, the U.S. Department of Transportation (USDOT) has provided a total of nearly \$2 billion in ER funding for North Carolina Hurricane Helene repairs.

Trump's Transportation Secretary Sean P. Duffy Delivers Largest Emergency Relief Funding Ever for North Carolina's Hurricane Recovery, September 23, 2025, www.dot.gov

North American Transborder Freight decreased 1.1% in July 2025 from July 2024



Source: Bureau of Transportation Statistics

The highlights of total transborder freight in July 2025, compared to July 2024 between the U.S. and North American countries Canada and Mexico were: 1. Total transborder freight: \$132.6 billion of transborder freight moved by all modes of transportation, a decrease of 1.1% compared to July 2024; 2. Freight between the U.S. and Canada: \$58.3 billion, down 8.2% from July 2024; 3. Freight between the U.S. and Mexico: \$74.4 billion, up 5.2% from July 2024; 4. Trucks moved \$87.3 billion of freight, up 0.6% compared to July 2024; 5. Railways moved \$14.4 billion of freight, down 10.1% compared to July 2024; 6. Pipelines moved \$9.0 billion of freight, down 12.1% compared to July 2024; 7. Vessels moved \$8.8 billion of freight, down 15.6% compared to July 2024; and 8. Air moved \$6.1 billion of freight, up 22.9% compared to July 2024. US-Canada trade by mode in both directions were as follows: Truck \$32.5b, Vessel \$3.2b; Rail \$6.5b; Pipeline \$8.2b and Air \$3.2b.

North American Transborder Freight decreased 1.1% in July 2025 from July 2024, September 24, 2025, www.bts.gov

Transforming Inventory Management Through Real-Time Visibility, Digital Twins, and Operational Best Practices by Dileep Rai, CMILT

Abstract

Inventory management is at the heart of resilient supply chains and sustainable business operations. While traditional methods like Just-in-Time (JIT) and Just-in-Case (JIC) have served well in past decades, global disruptions, demand variability, and operational complexity now call for more responsive and data-centric approaches. This article presents a strategic framework focused on real-time tracking, digital twins, and integrated scenario planning, replacing static systems with dynamic, transparent, and operationally optimized inventory practices. Drawing on real-world case studies, we illustrate how leading organizations have improved fulfillment, reduced waste, and increased working capital efficiency through digital transformation-without relying on artificial intelligence.

1. Introduction: The Growing Complexity of Inventory Decisions

Inventory strategies have historically been defined by a balance between cost minimization and service level assurance. The JIT model reduced inventory overheads but exposed firms to greater disruption risks. Meanwhile, JIC provides buffer inventory but often at the cost of overstocking, waste, or poor capital utilization.

In a globalized and unpredictable market landscape, organizations are rethinking these strategies. The imperative now lies in visibility, responsiveness, and simulation, rather than static planning or reactive replenishment cycles.

2. A Modern Framework for Inventory Transformation

To meet today's challenges, organizations are moving toward an integrated inventory management model based on three foundational pillars:

2.1 Real-Time Tracking Systems

Technologies such as IoT sensors, RFID tags, and GPS-enabled assets now offer continuous visibility into inventory flows across warehouses, stores, and in-transit shipments. These tools reduce information latency, support faster decision-making, and enhance inventory accuracy.

2.2 Digital Twin Modeling

Digital twins provide a virtual replica of physical inventory operations, from warehouse layouts to logistics routes. These models allow planners to simulate inventory strategies, layout optimizations, and what-if scenarios-improving decision accuracy without disrupting operations.

2.3 Scenario-Based Planning & Policy Optimization

Simulation-based planning tools enable businesses to model the impact of demand shifts, supplier delays, and transportation issues. This helps optimize reorder points, safety stock levels, and buffer allocations based on forecasted volatility.

3. From Theory to Practice: Insights from the Field

While advanced analytics and AI tools exist, many organizations are achieving strong results through process optimization and technology enablement-without complex algorithms. The following case studies demonstrate this approach in action.

Case Study 1: Zara – Real-Time Visibility in Fast Fashion

Zara implemented RFID technology across its stores and distribution centers, enabling real-time inventory monitoring. The system significantly improved the company's ability to replenish popular items and reduce markdowns from unsold stock.

Result: 50% reduction in stock replenishment cycles; improved shelf availability and sell-through rates.

Case Study 2: Siemens – Digital Twin in Manufacturing Logistics

At its Amberg plant in Germany, Siemens introduced a digital twin of its production logistics system. This model helped simulate material flows and optimize warehouse layout for efficiency.

Result: Inventory accuracy improved to 98%, transport costs were cut by 30%, and internal delays were minimized.

Case Study 3: Walmart – Planning for Supply Chain Disruption

During the COVID-19 pandemic, Walmart adopted robust scenario planning models to adapt inventory policies to fluctuating demand and supplier capacity. This enabled rapid reallocation of stock across regions and sourcing pivots.

Result: Maintained 85-90% service levels in essential goods, outperforming many retail competitors during the crisis.

4. Impact Metrics: What Transformation Looks Like

Across various industries, organizations implementing real-time systems and scenario planning observed the following key improvements:

- Inventory Accuracy: >98% accuracy through RFID and continuous tracking.
- Replenishment Lead Time: Reduction of up to 50% through better demand visibility.
- Stockout Reduction: Drop of 60-70% by proactive scenario modeling and inventory positioning.
- Working Capital Efficiency: 15-20% reduction in excess inventory, freeing up significant capital.

These results demonstrate that digital inventory strategies deliver operational and financial returns-even in the absence of AI or advanced analytics.

5. Strategic Considerations for Implementation

While the technology is accessible, the success of digital inventory transformation depends on:

- Data Infrastructure: Reliable, real-time data collection is essential for meaningful insight.
- Cross-Functional Collaboration: Effective inventory decisions involve logistics, procurement, finance, and IT working in alignment.
- Scalability of Digital Twins: Start with small-scale models and expand gradually to broader systems.
- Change Management: Organizational readiness, training, and leadership buy-in are crucial for successful adoption.

6. Conclusion: Operational Excellence Without AI Dependence

The future of inventory management does not require full-scale AI adoption to be intelligent. Through real-time tracking, digital twins, and scenario-based planning, companies can transition from reactive and fragmented approaches to integrated, resilient, and financially optimized systems.

The case studies highlighted in this article reveal that some of the world's most successful companies have made significant gains through practical digitalization and process innovation-proving that inventory excellence is well within reach, even without AI.



Taming the tariff trap: Four strategies to reduce supply chain cost by Om Prakash, CMILT for Supply Chain Management Review

As tariff volatility becomes a new normal, systematic strategies can transform supply chain disruption into competitive advantage.

Tariffs act like a sudden change to cross-market “transshipment cost”—they raise the effective price of moving components or finished goods across borders. Classic operations models predict that when those costs rise, centralized networks become less attractive and market-focused or dual-market configurations gain ground; the tipping points depend on demand, price, and cost differentials across markets.

The global tariff environment has become increasingly volatile. Average applied rates have surged to levels not seen since the early 20th century, creating unprecedented challenges for supply chain professionals. This unprecedented volatility demands systematic approaches to supply chain adaptation. Through navigating such disruptions within complex supply chain operations, it is observed that strategic approaches consistently outperform ad hoc responses. To effectively battle such disruption and gain competitive advantage, organizations need a comprehensive four-pronged approach that integrates trade compliance, engineering solutions, sourcing strategies, and commercial tactics.

By simultaneously activating these four mitigation levers along with cross-functional coordination, companies can achieve 40% to 80% reduction in tariff-related cost impacts while strengthening long-term competitive positioning. This systematic approach requires executive commitment, data-driven decision making, and agile organizational capabilities that extend far beyond traditional trade compliance functions.

The evolving tariff landscape

Recent quarters have witnessed an acceleration in trade policy changes that caught many supply chain organizations unprepared. Universal baseline tariffs now affect virtually all imports, with reciprocal rates varying significantly based on bilateral trade relationships. Certain regions face substantially higher rates, with some industries experiencing dramatic cost increases that fundamentally alter competitive dynamics.

Industry surveys consistently show that trade uncertainties have become the primary concern for manufacturers, with recent data indicating that over 75% cite policy volatility as their top operational

challenge. The speed of implementation has accelerated dramatically, with new tariffs often taking effect within days rather than the months of advance notice that previously allowed for strategic planning.

The automotive sector exemplifies the magnitude of impact. Industry analysts project significant reductions in global vehicle sales over the next 24 months, with individual manufacturers facing hundreds of dollars in added costs per vehicle from materials tariffs alone. Component price increases averaging 12% to 18% across major categories force fundamental reassessment of sourcing strategies and customer value propositions.

Electronics and technology manufacturers confront parallel challenges. High tariffs on semiconductor components, combined with export restrictions on critical materials, compel comprehensive supply chain restructuring. Even temporary exemptions provide insufficient planning certainty for long-term investment decisions, creating a climate of continuous operational adaptation.

A systematic four-lever framework for comprehensive mitigation

Observation across multiple industries indicates that tariff impacts create complex cascading effects through interconnected supply networks. Single-function responses consistently underperform compared to coordinated action across the four strategic levers that address different aspects of tariff exposure while reinforcing overall resilience capabilities.

Organizations implementing comprehensive strategies across all four levers can consistently outperform those focusing on isolated responses. The framework recognizes that effective tariff mitigation touches every aspect of supply chain operations, from product design and sourcing to pricing and customer relationships.

Lever 1: Value engineering and design solutions

Engineering solutions focus on product and process modifications that reduce tariff exposure while maintaining functional requirements and quality standards. This approach, commonly called “tariff engineering,” requires close collaboration between design teams, supply chain professionals, and trade compliance specialists.

Component substitution strategies target high-tariff materials and parts. For example, a global appliance manufacturer redesigned heating elements to replace tariffed imported heaters with domestically produced assemblies. The engineering change eliminated \$8.4 million in annual tariff costs while improving product reliability and reducing warranty claims. The substitution required 180 days of development

and testing but achieved full compatibility with existing product platforms.

Substantial transformation approaches enable country-of-origin changes through manufacturing process modifications. Companies conduct sufficient value-add activities to shift classification from high-tariff to low-tariff origins. Another example is that an electronics manufacturer moved final assembly operations to a different region, adding 12% to component costs but avoiding higher tariffs and qualifying for trade agreement benefits.

Modular design architecture provides flexibility for geographic component optimization. Advanced technology companies enable geographic production diversification by allowing different components to be sourced from optimal locations while maintaining product functionality. This approach requires upfront engineering investment but delivers long-term adaptation capability.

Design for trade compliance incorporates tariff considerations into early product development stages. Engineering teams use tariff lookup tables during component selection, balancing cost, performance, and duty implications. This proactive approach prevents expensive redesign cycles when tariff policies change unexpectedly.

Lever 2: Trade compliance optimization

Trade compliance serves as the foundation for systematic tariff mitigation by ensuring optimal application of existing regulations and policies. This lever focuses on regulatory arbitrage opportunities within current trade law rather than fundamental supply chain restructuring.

Harmonized Tariff Schedule optimization represents the most immediate opportunity. Companies conducting comprehensive classification reviews discover errors in 15% to 20% of their product portfolios. For example, an electronics manufacturer reduced tariff liability by \$2.3 million annually through systematic reclassification of components that had been incorrectly categorized for years. The review process revealed that engineering teams had been applying conservative classifications without understanding tariff implications.

Free Trade Zone utilization provides significant cost reduction for manufacturers with complex assembly processes. Companies can defer, reduce, or eliminate duties by conducting manufacturing operations within FTZ frameworks. An automotive supplier established FTZ operations for electronic component assembly, reducing effective tariff rates from 25% to 3.5% while maintaining domestic manufacturing credentials for customer requirements.

Regional trade agreement qualification becomes critical as bilateral agreements provide essential relief from broader tariff policies.

Companies achieving required regional content thresholds maintain preferential access while competitors face full tariff rates. This requires sophisticated supply chain mapping to track component origins through multiple supplier tiers.

Advanced trade compliance strategies include duty drawback programs for exported finished goods, temporary importation frameworks for manufacturing equipment, and alternative valuation methods that can reduce dutiable values by 10% to 15% in complex distribution networks.

Lever 3: Sourcing and supplier strategies

Sourcing strategies address the fundamental supply base decisions that drive tariff exposure. Through extensive supplier relationship work, this lever requires sophisticated management approaches and careful balance between cost optimization and supply chain resilience.

Geographic diversification reduces concentration risk in high-tariff regions. Major technology companies' commitments to shift significant production percentages to alternative regions represent systematic diversification that maintains scale economies while reducing concentration risk. However, successful diversification requires 18-24 months for supplier qualification and volume ramp-up, demanding early action before tariff implementation.

Dual sourcing strategies provide flexibility to shift volumes based on tariff changes. Companies maintain qualified suppliers in multiple regions with framework agreements enabling rapid volume reallocation. Consumer goods manufacturers maintain parallel production lines in different countries, allowing 60-day volume shifts based on tariff developments. This approach increases supply base complexity but provides essential adaptability.

Supplier collaboration on cost absorption represents a critical negotiation strategy. Companies with strong supplier relationships achieve 30% to 60% cost sharing on unexpected tariff increases. Successful cost sharing requires long-term partnership approaches, volume commitments, and collaborative problem-solving rather than adversarial cost-shifting.

Advanced sourcing strategies include vertical integration assessments for critical components, contract manufacturing partnerships in low-tariff regions, and inventory optimization that balances carrying costs against tariff volatility. Companies use advance purchasing strategies before tariff implementation, though this approach requires careful cash flow and demand forecasting management.

Lever 4: Commercial and pricing strategies

Commercial strategies address how organizations pass through or absorb tariff costs while maintaining competitive positioning and customer relationships. This lever requires sophisticated analysis of demand elasticity, competitive dynamics, and customer value propositions.

Selective pricing strategies enable targeted pass-through in markets with lower price sensitivity. A B2B manufacturer implemented tiered pricing by customer segment, absorbing tariff costs for price-sensitive smaller customers while passing through full costs to larger accounts with higher switching costs. This strategy maintained volume in competitive segments while protecting margins in less elastic markets.

Contract renegotiation approaches address tariff cost allocation in existing agreements. Companies add change-in-law clauses to future contracts while negotiating cost-sharing amendments to current agreements. A construction equipment manufacturer achieved cost sharing on 60% of existing contracts through collaborative discussions emphasizing mutual long-term interests rather than contract enforcement.

Value proposition reinforcement helps justify price increases through enhanced service, quality, or performance benefits. Companies invest in customer education programs explaining tariff impacts while highlighting domestic supply chain advantages such as shorter lead times, lower inventory requirements, and reduced logistics complexity.

Market positioning adjustments may require strategic decisions about product lines and customer segments. Some companies exit low-margin, high-tariff categories while investing in premium segments with better pricing flexibility. This portfolio optimization approach treats tariffs as accelerating existing strategic priorities rather than forcing entirely new directions.

To read the full article, please visit:

<https://www.scmr.com/article/taming-the-tariff-trap-four-strategies-to-reduce-supply-chain-cost>

Taming the tariff trap: Four strategies to reduce supply chain cost, September 26, 2025, www.scmr.com



**The Chartered
Institute of Logistics
and Transport**

**North
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EVENTS

CANADA'S WEST COAST ENERGY POWERHOUSE
A CONVERSATION WITH KEY PLAYERS

In its response to economic challenges from the US-driven upheaval in global trade relations, Canada is emerging as an energy powerhouse with exports through its West Coast Gateway.

The Port of Prince Rupert's northern export terminals and LNG Canada's Kitimat facility are already shipping LNG, Liquid Petroleum Gas and Propane overseas. These terminals will soon be followed by Indigenous-owned or regulated coastal LNG terminals. In addition, the Port of Vancouver is shipping expanded TMX volumes of Alberta crude to Asia, along with Fortis BC's LNG shipments to Asia and local LNG marine refueling. Canada is announcing itself on the world stage as a major reliable energy supplier.

Click Here to Register

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Retired Business Development Manager
BCIT School of Transportation

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JORGE LOBO
Senior Manager, LNG Commercial
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COST:
NON-MEMBER: \$80 MEMBER: \$65 STUDENT: \$55

October 15, 2025
4:30 pm – Registration

5:00 pm to 7:00 pm – Reception / Presentation
Terminal City Club - 837 West Hastings Street

The Pacific Chapter of CILTNA invites you to join them for a reception and presentation by a distinguished guest speaker, Shaun Stevenson, President & CEO, Prince Rupert Port Authority, Geoff Morrison, Director, BC Regulatory and Operations, Canadian Association of petroleum Producers (CAPP), Jorge Lobo, Senior Manager, LNG Commercial & Industrial Projects, FortisBC and Deborah Baker, Council Member, Squamish Nation. Moderated by: John Dymond, Retired Business Development Manager, BCIT School of Transportation.

When: October 15, 2025

4:30 pm – Registration

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Transportation's Top Stories Other CILT News

Where: Terminal City Club, 837 West Hastings Street, Vancouver, BC
V6C 1B6

Cost:

- Non-Member: \$80.00
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To register, please visit: <https://ciltna.com/events/canadas-west-coast-energy-powerhouse/>

**CILTNA 2025 FALL OUTLOOK CONFERENCE
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**“In Search of Advantage During Volatile Times:
Leveraging Opportunities in Logistics and
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THURSDAY, NOVEMBER 6, 2025
LUNCHEON & WORKSHOP - 11:30 ET
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RECEPTION - 17:45 ET
ANNUAL DINNER - 18:45 ET

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REGISTER NOW for the CILTNA 2025 Fall Outlook Conference & Annual Dinner: “In Search of Advantage During Volatile Times: Leveraging Opportunities in Logistics and Transportation” on Thursday, November 6, 2025 at the Rideau Club, 15th Floor, 99 Bank Street, Ottawa, ON.

View the program flyer [HERE](#).

Detailed agenda coming soon!

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We hope to see you all there!

October 23 - 24, 2025 • Norfolk, VA

**2025
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REGISTER NOW for the 2025 Next-Gen Smart Logistics Conference on October 23-24th at Old Dominion University, Norfolk, Virginia! Sponsored by: CCALS, CILTNA and Old Dominion University.

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From AI-powered rail scheduling to smart ports, from ethical AI governance to workforce transformation, attendees will explore the latest innovations and practical applications that are transforming logistics networks across rail, maritime, road, and intermodal systems.

Grab your seat [HERE](#).



BCAC Silver Wings Industry and Scholarship Awards Celebration 2025

At the annual Silver Wings Industry and Scholarship Awards Celebration on November 14th, 2025, the BCAC recognizes aviation and aerospace industry colleagues for specific achievements. As well, they disburse almost \$200,000.00 through our Aviation and Aerospace Scholarship Awards Program to hard-working students enrolled in aviation and/or aerospace programs in British Columbia. They invite you to join them at this annual Celebration at the Vancouver Convention Centre West for an evening of fine food, live entertainment, an online auction, a 50/50 Draw, a vibrant awards ceremony and unparalleled networking opportunities.

When: November 14, 2025 at 5:45 PM PT

Where: Vancouver Convention Centre- West 3rd Floor, 1055 Canada Place, Downtown Vancouver

For more information and to register, please visit:
<https://bcaviationcouncil.silkstart.com/events/silver-wings-industry-and-scholarship-awards-celebration-2025>



CILT International are pleased to announce the launch of the CILT International Global Rail Group (GRG) at the 2025 CILT International Convention in Colombo.

The GRG is a new professional practice network connecting rail experts worldwide, spanning high-speed rail, light rail, metro and urban systems, regional and intercity rail, and rail freight.

Founded and led by Andrew Young FCILT (Chair) and Darren King FCILT (Vice Chair), the Group will provide a platform for sharing knowledge, developing thought leadership and advancing sustainable, efficient rail systems across the globe.

Job Postings

* Logistics Manager, Alstom, Toronto, ON, Canada

The Logistics Manager will be responsible for the development and implementation of the Project's logistics strategy. The ideal candidate will have the following:

- Able to demonstrate significant expertise in site logistics, traffic management, site coordination, material and equipment delivery, and other applicable technical fields.
- Demonstrated experience in managing teams to deliver integrated logistics solutions on complex projects and programs.
- Strong technical capability in all project phases, including design, planning, construction, operations, and maintenance preferably large program/projects.
- Demonstrable experience in managing senior stakeholder relationships and providing strategic level reporting to enable effective decision making.
- Excellent stakeholder engagement and communication skills including the ability to facilitate meeting / workshops with large groups of stakeholders.
- Drive and optimise all logistics operations to support all installation activities.
- Experience with Third-Party Logistics (3PL) subcontractors and contracts.
- Experience with international logistics including supply chain, freight, customs, duties, import and export.
- Provide strong leadership to the logistics team.
- Responsible for the budgets based on schedule and project needs for all program logistics

Mandatory:

- A recognised university degree;
- 7-10 years experience in a logistics-related leadership role;
- Minimum 5 years of professional experience in large railway projects or equivalent infrastructure programs;
- A working understanding of the requirements from the Ontario Health and Safety Act;

- Proven track record of managing logistics programs including warehousing, logistics management, and transportation management;
- Fluent in English;
- Knowledge of the typical logistics, supply chain and warehousing processes supporting major projects.

Competencies and Skills:

- Relevant industry software to support logistics, supply chain and administrative duties.
- Ability to make critical decisions based on evidence
- Exceptional communication and collaboration skills

To apply, please visit: <https://www.linkedin.com/jobs/view/4263508642>

* Supply Chain Specialist, Bombardier, Dorval, QC, Canada

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At Bombardier, we design, build and maintain the world's peak-performing aircraft for the world's most discerning people and businesses, governments and militaries. We have been successful in setting the highest standards by putting our people at the heart of it all, and defining excellence, together.

Working at Bombardier means operating at the highest level. Every day, you are part of a team that delivers superior experiences and products, pushing the boundaries of what's possible in our industry and beyond. By prioritizing employee growth and development, we empower everyone to reach their full potential on their own terms, because the best work happens when you are free to be yourself and share your unique expertise.

What are your contributions to the team?

- Develop new sources of supply and establish strategic alliances.
- Develop negotiation business strategies.
- Lead and participate in the development of the commodity by managing projects that would include the preparation of business cases.

- Lead, develop and execute the commodity strategy and provide to senior management project and negotiation statuses.
- Identify, analyze and realize cost reduction opportunities
- Create and maintain formal networks internally and externally.
- Act as single interface with suppliers of new business.
- Support Sites and/or Business Units with appropriate sourcing strategies.
- Coordinate and lead negotiations of any claims with suppliers in support of business unit production issues.
- Support Business Units in the application of contractual remedies against material breaches.
- Lead contract negotiations with suppliers.
- Ensure contracts are maintained in accordance to our business requirements
- Coordinate the Procurement Agents activities in relation to the balanced scorecard objectives, the master plans and the detailed plans.
- Support Procurement Agents in their contracts negotiations, the commercial agreements and product changes negotiations, as well as the contracts amendments;
- Participate in the governance of cost reduction initiatives and ensure projects come to fruition.
- Actively participate in supplier program reviews led by the business units.
- Develop and coach team members on procurement initiatives and processes.
- Support commodity manager in the performance development plan process.

How to thrive in this role?

- You have a bachelor's degree in business administration or equivalent.
- You have seven (7) to ten (10) years of relevant experience.
- You have experience in the aerospace industry and/or manufacturing environment and/or program management, in a commercial role, an asset.
- You have excellent negotiation skills and experience in project management.
- You are detail oriented, focused and committed to meeting deadlines.
- You are a strong team player, recognized for your leadership and innovation, and ability to mobilize a team.

- Have a high proficiency and are good communicator in French and English (written and spoken)
- You have strong capabilities in operations and financial management.
- You are comfortable with complex technical topics, and have knowledge of legal terminology or interpretation of contracts.
- You are familiar with Just-In-Time purchasing logistic, integrated supply chain and lean manufacturing concepts.
- You can work with MS Project, Word, Excel, Power Point and MS Outlook.

To apply, please visit: <https://www.linkedin.com/jobs/view/4278569161>

*** Logistics Generalist – Senior, Amentum, McLean, VA, USA**

About the job:

Logistics Generalist - Senior Duties include adhering to the regulations/guidelines/SOPs of the Office of Logistics and the Sponsor's logistics and supply chain regulations, close coordination with senior Logistics staff officer (or their designated representative) in the appropriate Directorate/Mission Center/Component/Office of assignment, assisting with the administration and control for the purchase of materials and services; directing the complete process for transporting people and goods; overseeing materials management within area of assignment; coordinating and planning facility services; tracking cost issues and personnel resources; and administering elements of multi-faceted programs. Logistics Generalists could potentially travel to CONUS or OCONUS locations in support of temporary logistics requirements of the Directorate/Mission Center/Component/Office of assignment.

Duties/Tasks and Responsibilities:

- The Senior Logistics Generalist contractor is required to possess a highly diverse and experienced skill set regarding logistics operations. The duties/tasks and responsibilities described below are dependent on the office of assignment and subject to the priorities set by the senior Logistics staff Officer with purview over logistics operations where the Logistics Support Generalist is assigned. Duties tasks and responsibilities described below are dependent on the office of assignment.

- Assists with purchasing of materials and services within area of assignment to include:
- Assisting with the ordering of materials through a variety of internal and external sources; validating customer requirements against regulations and estimates costs.
- Reconciling routine to moderately complex financial statements to ensure expenses are properly recorded; reconciling accounts payable to ensure accuracy and funding availability; and reviewing bills/invoices for accuracy.
- Assists in the coordination and transportation of material and people.
- Coordinates transportation processing by completing proper transportation documentation; learns how to ship and receive material; and assists in arranging transportation of material.
- Arranges for appropriate stock levels of packing material /boxes/tape material for shipment of equipment (sometimes fragile equipment).
- Prepares material for shipment to include safe-handling and packaging for shipment in accordance with Sponsor standards.
- Arranges for courier and/or chauffeur services by coordinating with appropriate transportation office.
- In coordination with the appropriate component/mission support staff/or senior Logistics staff Officer, the contractor will research best transportation options for customers and determine best shipping methods based on customer, cargo type, and/or consignee timeline requirements.
- Obtain approval in advance from the appropriate Logistics Directorate/Mission Center/Component/Office staff officer (or their designated focal point) for any freight/aviation and aviation planning requirements (large or small) that require coordination with the Sponsor's Transportation Fusion Center or any other entity involved in arranging aircraft scheduling.
- Responds to courier and chauffeur requests; resolves scheduling problems.
- Maintain inventories of goods and materials in accordance with this organization's regulations.
- Processes inventory requests and validates receipt of goods and materials against requirements; ensures inventory requests are fulfilled.
- Coordinates the maintenance of a fleet of vehicles by maintaining table of vehicular allowances and tracking database; ensures vehicles are maintained.
- Where required, serves as the Responsible Officer of record.
- Coordinate with Sponsor's Facilities Management in the implementation of office moves, renovations, and maintenance.

- Implements office moves; establishes schedules and procedures; ensures proper number of staff are available.
- Assists Facilities Management in office renovations by serving as a liaison to customers and construction workers.
- Schedules routine office maintenance; works with Facilities Management to ensure offices are properly maintained.
- At any location: Coordinates with Facilities Management and IT Support to facilitate any computer movement, connections, and phone service.
- Other duties as assigned.

Knowledge, Skills, and Abilities:

- Must possess exceptional customer service skills, a willingness to help others, and be flexible throughout any given working day regarding tasks conducted.
- Ability to obtain extensive knowledge and application of overall Agency and logistics processes, policies, regulations, and unique authorities.
- Extensive knowledge of overall logistics processes, policies, and regulations.
- Effective communication and interpersonal skills.
- Ability to use various databases and applications independently.
- Ability to comprehend the implications of process, policies and regulations against requirements.
- Ability to manage the general services functional areas: transportation processing, inventory management, vehicle management, and accountable property.
- Ability to work independently and responsibly.
- Ability to establish a new network of professional working relationships with customers, colleagues, and service providers, while further developing existing networks.
- Ability to make decisions and solve complex problems effectively and independently.
- Ability to anticipate customer needs and requirements.
- Ability to assist in the effective planning, organizing and management of resources
- Ability to develop self and mentor other contractors, and ability to effectively manage and lead other contractors.
- Ability to identify alternative solutions.
- Ability to interact with people who have different values, cultures, or backgrounds.
- Working knowledge of Contracting Officer's Technical Representative (COTR) concepts and principles.

- Working knowledge of Project Management concepts and principles.

Work Environment:

Depending on assignment, work is primarily performed in an office environment and may including conditions vary from an office environment where work is primarily sedentary to environments where extensive standing and/or walking; bending; lifting light to heavy objects or being exposed to noise, dust, dirt, etc. is expected.

Tools used in this occupation:

- General office equipment
- Office moving equipment
- Forklifts (must have the ability to obtain a certification for safe handling every two years)
- Hand tools

Technology used in this occupation:

- Sponsor acquisition systems
- Microsoft Office (i.e., Word, Excel, Access, Outlook)
- Various Sponsor databases aligned to logistics activities (property, movement, purchasing, etc.).

Minimum Qualifications

Experience:

Ten (10) years of relevant logistics experience in the public or private sector.

Education:

High school diploma or GED equivalent. Bachelor's degree preferred.

To apply, please visit: <https://www.linkedin.com/jobs/view/4257849032>



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