

# Canada's Supply Chain: Linking people, processes, products and services to the needs of Canada and the world

## Annual Report

April 2010 to March 2011



Canadian  
Supply Chain  
Sector Council

Conseil canadien  
sectoriel de la chaîne  
d'approvisionnement

# Canadian Supply Chain Sector Council

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Executive Director: Kevin A. Maynard, CAE

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is funded by the Government of Canada's  
Sector Council Program.

Canada 

## Message from the Chair

*Dwayne Hihn was elected Chair of the CSCSC on June 10, 2010. He will serve a two-year term in this role.*

Taking on the role of Chair of the Council in June 2010, I was keen to promote employer engagement in our work. After four years of existence, we were well positioned to do so, with a range of products that had proven value. Now, almost a year into my term, I am as certain as ever that our focus must remain on building employer awareness of the Council's offerings. "Build it and they will come" doesn't work nowadays, when everyone is so busy keeping up that time for exploring and discovering is scarce.

I know the value of the Council's occupational standards from first-hand experience. Multimodal Logistics Systems Inc., a division of Manitoulin Group of Companies, used the standards to develop job descriptions for 13 roles.\* As Pat Carroll, Multimodal's GM says, these new job descriptions "will help us hire the right people with the right skills, and develop people in their current positions." I certainly hadn't hoped for more.

Employers can absolutely benefit from other Council tools, as well, including:

- the Career Focus wage-subsidy program
- the Education and Training Compendium
- the Recruitment and Retention Toolkit
- labour-market data and information
- the Virtual HR Department

Beyond these resources, the Council also works to instill awareness of supply chain careers in young people and job seekers, the value of which cannot be overstated. We anticipate growing shortages of people in Canada's labour force in coming years, and not just in the supply chain sector. Employers with supply chain jobs to fill will increasingly be competing for talent against employers in all other fields. If the current widespread lack of awareness of the supply chain persists, we will undoubtedly face difficult times ahead. Success in reaching out to youth is critical to supply chain employers. (And, given the pervasiveness of the supply chain in Canadian businesses, our success is also essential to Canada's economic well-being.)

Dwayne Hihn  
President, Manitoulin Global Forwarding  
*Chair, Canadian Supply Chain Sector Council*



### **CSCSC Profile**

The Canadian Supply Chain Sector Council is an all-stakeholder, not-for-profit organization responsible for the human resources strategy for the supply chain sector in Canada.

### **Mission**

The Canadian Supply Chain Sector Council brings together partners in the sector to develop solutions to the human resource challenges faced by stakeholders. Recognizing the vital role of the supply chain to Canada's economy, the Council is committed to enhancing the sector's ability to attract and retain workers at all levels and across the full range of functions, and to advancing the skills of those workers.

\*See [www.supplychaincanada.org/assets/u/cscscproductcasestudy1manitoulin.doc](http://www.supplychaincanada.org/assets/u/cscscproductcasestudy1manitoulin.doc)

## Message from the Executive Director

*Kevin Maynard has been the Council's Executor Director since July 2006. He is currently also in the second year of his term as Chair of The Alliance of Sector Councils (TASC).*

This past year was one of accomplishment. During 2010/2011, the CSCSC delivered on its mandate to stakeholders through its continued focus on activities in three foundational areas:

- The provision of accurate and relevant labour market information (LMI) for the sector;
- Influence in the development of knowledge, skills and competencies with the supply chain; and
- The creation of strategies and tools that lead to better human resources practices within firms and organizations in Canada.

Progress in this work could not have been made without the talent, engagement and dedication of a myriad of participants, including staff, a dedicated team of professionals engaged in delivering Council projects and programs; our directors and committee members, who provide strategic vision and leadership in directing the Council; and countless sector stakeholders, the employees, employers, associations and individuals that have contributed to our work with input and feedback, through focus groups and the like.

Together, we had some notable achievements last year, including the following:

**Collaboration** – Our series of association forums held last year have led to the development of the Supply Chain Career Awareness Collaborative, more than 10 entities that have come together to work jointly on activities to meet the HR needs of the sector. I expect great things to come from this group... addressing issues one step at a time!

**Direct Employment** – A great deal of time and energy has been spent by the Council in preparing people for employment in the supply chain. Our work with MicroSkills contributed to the hiring last year of 82 trained persons. The Career Focus wage-subsidy program enabled employers to hire 49 graduates from post-secondary programs, and our work with VanAsep Training Society in Vancouver resulted in foundational training for more than 60 participants from First Nations communities in the labour market of B.C.'s Lower Mainland to enter the supply chain talent pool.

**Innovation and Partnerships** – As an organization built on collaboration and relationships, we emphasize the building of processes that can be replicated across the country. Our work with Lakeshore Collegiate, in Etobicoke, Ont., has developed a model for the successful development of an Industry Partnership Network, or IPN, that we will share with centres across the country in the future. Similarly, we worked with UPS Canada, Johnson Controls and Toronto Community Housing to host a winter career fair in Toronto that resulted in the hiring of 32 employees for UPS's busy Christmas period. This work has become a model that can be used to link the needs of several stakeholders in an easy-to-implement solution to a short-term problem. We hope to use this opportunity-based project solution over the coming year to engage our stakeholders in our work to continue to demonstrate our value proposition.

Our success is driven by the strength of everyone in our "chain." Thank you for your part in building and sustaining that linkage!

Kevin A. Maynard, CAE  
Executive Director

## Definitions

### Supply Chain

Definitions of a "supply chain" virtually universally encompass the following three functions: i. supply of materials to a manufacturer; ii. the manufacturing process; and, iii. the distribution of finished goods through a network of distributors and retailers to a final customer. Companies involved in various stages of this process are linked to each other through a supply chain.

To facilitate the flow of products, information is shared up and down the supply chain, i.e. with suppliers and clients. This sharing of information enables all parties to plan appropriately to meet current and future needs. Numerous goals can be achieved through successful supply chain management:

- inventory can be minimized
- costs can be reduced
- product time to market can be improved
- flexibility can be enhanced

The more the companies within a supply chain are able to integrate and coordinate their activities, the more likely they'll be to optimize the flow of goods from supplier to customer and to react efficiently to changes in demand.

### Supply Chain Management\*

Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In

essence, supply chain management integrates supply and demand management within and across companies.

Supply chain management is an integrating function with primary responsibility for linking major business functions and business processes within and across companies into a cohesive and high-performing business model. It includes all of the logistics management activities noted above, as well as manufacturing operations, and it drives coordination of processes and activities with and across marketing, sales, product design, finance and information technology.

*\*From the Council of Supply Chain Management Professionals*

## Facts and Figures

- **767,000 people** work in Canada's supply chains
- **More than 22,000 people** joined the sector in 2010
- **15,300 new jobs** are created in the sector each year
- **80,000-plus jobs become available** each year due to retirements and turnover

The Canadian Supply Chain Sector Council has planned its activities since its creation in 2006 on the recommendations of the 2005 Strategic Human Resources Study of the Supply Chain Sector. (The study report is available on the Council's website, at [www.supplychaincanada.org/en/sector-study](http://www.supplychaincanada.org/en/sector-study).)



As a result, **the Council has focused on:**

- Sector governance;
- Training and development/education;
- Marketing the sector and the "profession";
- Policy implications for governments; and
- Human resources processes and practices, both for sector-wide application and for small and medium-sized organizations.

While **the Council's current HR Study Update Project may lead to some refocusing of efforts beginning in 2012**, these initial focal points have allowed for a multi-pronged approach to the Council's work in the sector.

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## Translating Strategy Into Action: A Look at the Council's 2010 Activities

### In the Area of... **Sector Governance**

- Met with provincial ministries responsible for industry and economic development in British Columbia and Saskatchewan.
- Presented supply chain sector HR-trends analysis to HRSDC and other government departments.
- Presented briefing document to Ontario Ministry of Education on High Skills Major under development.
- Participated on the Alberta Workforce Strategy Advisory Group for Supply Chain and Logistics.
- Worked with associations in the sector to facilitate a culture of trust and collaboration.
- Strengthened governance model to develop greater representation from within the sector.
- Had ongoing discussions with possible partners to look at scope of supply chain influence in other sectors and other councils; may result in new organizational model for the Council.
- Walmart participated in a presentation to a meeting of the Western Caucus of the Federal Government (arranged by the Asia Pacific Gateway Skills Table) to reinforce the work and impact of sector councils on employers and the Canadian economy.

### In the Area of... **Training and Development/Education**

- Expanded the National Accreditation Program to include providers of material-handling training, and enhanced both the process and the online tool.
- Attended Program Advisory Committee meetings for Humber College, Sheridan College, Fanshawe College and Champlain College.
- Established tool to enable education providers and trainers to update their own information in the Education and Training Compendium. The Compendium itself is now easier to use and provides information to meet user's requirements.
- Continued long-term partnerships with Toronto District School Board and MicroSkills.
- Co-hosted, with the Forum for International Trade Training and the Canadian International Freight Forwarders Association, a very popular, free webinar on Incoterms.
- Began development of partnership with Junior Achievement of Canada that will enable mentoring by supply chain practitioners in classrooms across Canada.

#### **In the Area of... Marketing the Sector and the Profession**

- Made presentations and/or exhibited at numerous conferences.
- The "Join Us Video" was shown to the U.S. Congress by IWLA as an example of how to promote and engage a sector.
- Established an online media centre to provide journalists with information about both the Council and Canada's supply chain sector.
- Exhibited at the National Job Fair & Training Expo in both the spring and fall, thanks – again – to the help of many volunteers.

#### **In the Area of... Policy Implications for Governments**

- Supported the continued work of the Asia-Pacific Gateway Skills Table and related skills tables.
- Participated in meetings related to the Continental Gateway (Ontario and Quebec) and Atlantic Gateway.

#### **In the Area of... Human Resources Processes and Practices**

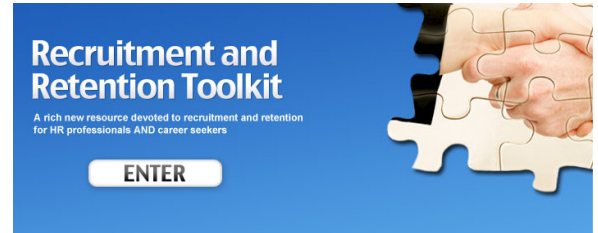
- Relaunched the Virtual HR Department as a free service.
- Launched Recruitment and Retention Toolkit, a tool to help employers with succession planning.
- Continued to provide wage subsidies for new hires to employers through the Career Focus Program.
- Presented to numerous groups to develop their awareness of the Council's resources.
- Continued development of occupational standards for supply chain roles through the Occupational Standards Phase II Project.
- Co-hosted a job fair for residents of Toronto Community Housing, with UPS and Johnson Controls.
- Made available sample job descriptions for supply chain roles at various levels in a warehouse setting, which can be downloaded and modified by employers to fit the needs of their workplaces.

## Tools for Supply Chain Employers

### Recruitment and Retention Toolkit

The Council's R&R Toolkit gives employers the information and resources they need to fill positions in the supply chain with qualified and committed people. It includes a video that illustrates the diversity and importance of supply chain roles, career profiles, a supply chain map that links to career information by function, a recruitment and retention resources guide that includes planning components, tools to begin the process, a workforce attraction, retention and development model, and other useful information, implementation tools, and a tools and resources model to look at attraction, retention and workforce development from a number of perspectives.

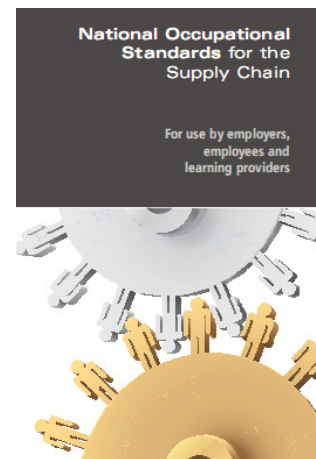
[www.supplychaincanada.org/en/rr\\_toolkit](http://www.supplychaincanada.org/en/rr_toolkit)



### National Occupational Standards

Each of the supply chain occupational standards developed by the CSCSC includes: a position description; required qualifications, in terms of education, training and related work experience; a list of the tasks performed by employees in the role; tools and technologies used on the job; a catalogue of the knowledge, skills and personal attributes needed to succeed in the position; and, an essential-skills profile. At an average of 8 to 12 pages in length, the CSCSC's standards are short and concise, and easy for employers, educators and trainers, and employees and job seekers to use for their varied purposes.

[www.supplychaincanada.org/en/NOS](http://www.supplychaincanada.org/en/NOS)



### National Accreditation Program

Through the NAP, the CSCSC recognizes supply chain-related educational and training offerings that meet national standards created with the help of CSA Standards and through significant consultation with stakeholders.

As of the end of fiscal year 2011, in March 2011, 37 programs and courses were accredited through the NAP. See the list of accredited offerings on page 12.

[www.supplychaincanada.org/en/NAP](http://www.supplychaincanada.org/en/NAP)



### Virtual Human Resources Department

The VHRD contains the tools and information required by an employer to attract, retain and develop its workforce. Policy samples and templates, how-to procedures, forms and other useful tools are provided to assist employers in: recruitment and selection; employment policies; compensation and benefits; training and development; and, managing performance; reward and recognition. Tools are downloadable and customizable.

<http://vhrd-cscsc.cpsc-ccsp.ca/login.asp?lang=en>

Virtual Human Resources  
Department for Small and  
Medium-sized Supply  
Chain Companies

Downloadable tools that  
can be customized for use in  
everyday HR functions



### Career Focus Program

Through this program, the CSCSC makes funds available to employers for wage subsidies. The subsidies are for use in hiring new employees who are 30 or younger, under-employed or unemployed, and graduates of college, university or other training programs focused on the supply chain and its related competencies.

[www.supplychaincanada.org/en/career-focus](http://www.supplychaincanada.org/en/career-focus)



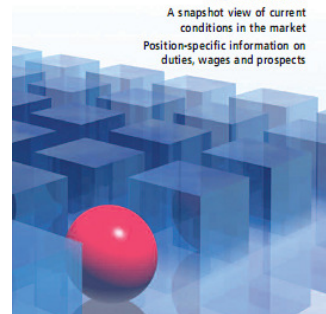
### LMI Toolkit

This toolkit provides links to both historical data on supply chain occupations across Canada, which can be dissected to address information needs, and LMI websites from around the world. It also shows how to use the valuable Working in Canada resource, where you can access information related to a job's main duties, skills requirements, wages, outlooks and prospects, training opportunities, and more.

[www.supplychaincanada.org/en/LMI\\_Toolkit](http://www.supplychaincanada.org/en/LMI_Toolkit)

An LMI Toolkit for  
the Supply Chain Sector

Current and historical  
labour-market data  
A snapshot view of current  
conditions in the market  
Position-specific information on  
duties, wages and prospects



### Education and Training Compendium

This online database provides information about the supply chain-related education and training offerings of post-secondary institutions, associations and training organizations across Canada. Users can search the data based on geographic, language and program-length preferences. They can also easily determine which of the offerings have been accredited by the Council through the National Accreditation Program.

[www.supplychaincanada.org/en/compendium](http://www.supplychaincanada.org/en/compendium)



### Website Resources

The CSCSC's website is a repository of career and education information and resources, news from the sector's associations, publications, links to associations, government departments and agencies, and Internet resources, a lengthy events listing and more.

[www.supplychaincanada.org/en](http://www.supplychaincanada.org/en)



### Many of these tools and resources are equally useful to educators and career counsellors...

- The **occupational standards** describe supply chain roles and the education and attributes that qualify people to do them; they can be used to develop curriculum with relevant learning outcomes and guide students in their choices.
- The **education and training compendium** makes available information about post-secondary supply chain-related learning opportunities offered by universities, public and private colleges, associations and training providers.
- The **"Join Us" video** available in the Recruitment and Retention Toolkit can be used to introduce supply chain careers to students; it shows the diversity and importance of work in this field.
- The **LMI Toolkit's** labour-market information could be used by students in their assignments or by education planners as they develop programming.
- The **Career Focus Program** is designed to give graduates with relevant education or training access to job opportunities in the sector.
- The **National Accreditation Program** recognizes excellence in supply chain programs and courses; it gives organizations with accredited programs or courses an advantage as they promote enrollment.
- The Council's **website** includes supply chain facts and figures, definitions and terminology, and loads of career information.

In addition, the Council **connects industry and educators:**

- Supply chain practitioners listed in the **Speakers Bureau** will present to your students on their experiences and career opportunities in the supply chain.\*
- Through the Association of Community Colleges of Canada, the Council provides **industry feedback to program planners** across Canada.
- The Council represents the employer perspective on several college program advisory committees.

**\*WATCH FOR NEWS ON THE COUNCIL'S PARTNERSHIP WITH JUNIOR ACHIEVEMENT OF CANADA**  
Together, we're planning to reach kids across Canada to promote supply chain careers

## Job seekers benefit, too...

On top of providing the resources already featured, the Council makes varied efforts to help job seekers discover the supply chain.



- Through **participation in job and career fairs**, Council staff and volunteers across the country spread the word about supply chain career opportunities.
- **Advertisements on Google** direct job seekers to the Council's online career information.
- **Print advertisements** in publications aimed at post-secondary students promote career awareness.
- An **expanding presence in social media** is extending the Council's reach.

## Programs and Courses Accredited through the National Accreditation Program

APICS The Association for Operations Management	Certified in Production and Inventory Management Program Certified Supply Chain Professional Program
British Columbia Institute of Technology, School of Business	International Business Management
Canadian International Freight Forwarders Association	Certificate Program in International Freight Forwarding Advanced Certificate Program in International Freight Forwarding
Canadian Society of Customs Brokers	Certified Customs Specialist
Centennial College of Applied Arts and Technology	Business Administration – Business Operations Management
Centre for Education & Training via NECC	SAP-SCM Specialist
Champlain College – St. Lambert	Specialist in Transportation and Logistics Program
CITT	CITT Program of Study
Collège Communautaire du Nouveau Brunswick – Dieppe	Business Administration, Logistics and Transportation Program
Conestoga College Institute of Technology & Advanced Learning	Materials and Operations Management Program
G.N. Johnston Equipment Co. Ltd.	Fundamentals of Fall Protection Training Program Operator Training Program v1.4 Safety on the Move – Supervisor Training Program Safety on the Move – Train The Trainer Program (MHE) v1.4 Steps To Safety – Pedestrian Training Program
George Brown College	Introduction to Supply Chain and Logistics Supply Chain Management Certificate Program
Georgian College of Applied Arts and Technology	Business Logistics Program
HBI College	Supply Chain and Inventory Management Diploma Program
Humber College Institute of Technology and Advanced Learning	Graduate Certificate – Supply Chain Management
Liftow Ltd.	Mobile Aerial Work Platform Operator Training Program Rough Terrain Lift Truck Operator Training Low Lift Operator Training Work Station Crane Operator Training High Lift Operator Training
Mount Royal University	Supply Chain Management Extension
Mount Royal University – Bissett School of Business	Bachelor of Applied International Business & Supply Chain Management
Purchasing Management Association of Canada	Strategic Supply Chain Management Leadership Supply Management Training
Sheridan College	Graduate Certificate – Business Process Management
Transportation Health & Safety Association of Ontario	Lifttruck Operators' Safety Training Program
University of British Columbia, Sauder School of Business	Transportation and Logistics
Vancouver Aboriginal Skills and Partnership & First Nations Employment Society	Supply Chain Career Preparation Program
Wilfrid Laurier University	BBA Supply Chain Management Concentration Program MBA Supply Chain Management Concentration Program

## Association Collaboration

From the time the Council was conceived, one of its major roles has been to act as a "nationally focused integrating mechanism" for the sector. The supply chain sector study report published in 2005 described this need, and the Council was formed to meet it.

Over the past year, the Council has led efforts to pull together supply chain-related associations for facilitated discussions, focused first on developing trust and later on creating a plan for collaborative projects. Fifteen associations were involved in the process. At an association forum in February, the group decided on a plan for action, a strategy centred on joint communications.

To kick off and formalize the collaborative, supply chain-related associations across Canada – both those involved in the forums and others – were invited to sign a memorandum of understanding that simply and briefly explains the objectives of working together. It does not limit or prescribe activities for the group. Those activities are to be determined by members of the working group that will be formed to guide the collaboration.

The goals of the collaboration are to:

- Increase awareness of careers and career pathways in the supply chain; and,
- Position the supply chain as a profession of choice.

All stakeholders in Canada's supply chain sector, not just the participating organizations, will benefit from this work. Employers, in particular, face growing recruitment challenges, and are sure to profit from enhanced awareness of and interest in supply chain careers among potential employees.

Any association that wants to join the collaborative can do so.

Organizations committed to collaboration, as of July 27, 2011:

- APICS The Association for Operations Management
- CITT
- Calgary Logistics Council
- Canadian International Freight Forwarders Association
- Canadian Public Procurement Council
- Canadian Supply Chain Sector Council
- Halifax Employers Association
- Healthcare Supply Chain Network
- International Warehouse Logistics Association – Canadian Council
- Purchasing Management Association of Canada
- Supply Chain & Logistics Association Canada
- The Van Horne Institute
- Western Transportation Advisory Council

*Several other associations are currently reviewing the MOU and may join the collaborative. Membership is open to any supply chain-related organization with an interest in promoting career awareness to build the supply chain labour force.*

## Membership

The Council's three classes of members are:

1. Associate members
2. Full members
3. Pillar association members



Membership in the Council at any level is free of charge.

**Pillar association members** are the six associations – APICS The Association for Operations Management, the Association of Canadian Community Colleges, CITT, the Canadian International Freight Forwarders Association, the Purchasing Management Association of Canada, and Supply Chain & Logistics Association Canada – that were formative in the Council's development, committed to the idea of a supply chain sector council before the CSCSC existed. Pillar association members, therefore, have a special status in the Council: each has a representative in perpetuity on the Board of Directors and full voting privileges. The pillar association members are not subject to change; no additional organizations will be promoted to this status.

**Associate members** are provided with access to all Council products and services, but have no voting rights in the Council. Individuals that are new to the Council join as associate members. At this level, they may participate in working groups or on committees, but are not eligible for membership on the Board of Directors. Any person that aspires to acquire voting rights or Board eligibility must first complete a year of associate membership, during which commitment to a Council activity or activities should be demonstrated. After a year at this level, an associate member may apply to become a full member.

**Full members** may vote at members meetings and are eligible to serve on the Council's Board of Directors.

## The CSCSC is Driven by Industry

The Council gratefully acknowledges the contributions of over 200 industry volunteers who participated on committees, provided guidance on CSCSC projects and contributed \$182,783 of in-kind support during the fiscal year 2011.

Thanks to the following organizations that we connected with during our work last year.

2nd Chance Employment Counselling  
3M Canada Company  
The 500 Staffing Inc.  
1000 Island Region Workforce Development Board  
2011 Port Alberta  
4L2 Consulting Inc.  
4309723 Canada Inc.  
A52 Warehouse Inc.  
ABB Inc.  
ABC Life Literacy Canada  
A.C. Dispensing Equipment Inc.  
ACDEG International Inc.  
ACM Consulting Inc.  
A.E. Concrete  
AGM Automation Systems Inc.  
AGO Transport Inc.  
AMD Markham  
A.N. Deringer, Inc.  
APM Terminals Apapa Limited  
APPS Transport Group  
ASL Distribution Services  
AXA Canada  
A-Nu Vision Consulting  
Abbott Agency  
AbbyShot Clothiers Limited  
Aboriginal Human Resource Development Council of Canada  
Absolute Canadian Immigration  
Accenture  
ACCES Employment Services  
Accuristix  
Acfor Conseil  
Acr'teryx Equipment Inc.  
Active Learning Solutions  
Adecco-Richmond  
Adel Corp.  
Adeptron Technologies Corporation  
Advantage Group of Companies  
AECOM Tecscult Inc.  
Affiliated Customs Brokers Ltd.  
Agence métropolitaine de transport  
Agile Logistics Inc.  
Agility  
Agrico  
Agrium Inc.  
Agropur  
AIESEC Canada Inc.  
AIESEC Ryerson  
Air Canada  
Air Transat  
Aircraft Appliances and Equipment Limited  
Akinvest Inc.  
Alberni Valley Employment Centre  
Alberta Envirofuels  
Alberta Health Services - Capital Health  
Alcan Bauxite and Alumina  
Alcan Inc.

Alco Ventures  
Alcool NB Liquor  
Alcos Machinery Inc.  
Aldo Group Inc.  
Algonquin College  
Aliments Newly Weds Foods Co.  
The Alliance of Manitoba Sector Councils  
The Alliance of Sector Councils  
Allianz Madvac  
Altered Perspectives  
Alternative Youth Centre for Employment  
Alumitherm International Inc.  
AMER Sports Canada, Inc.  
AmerisourceBergen Canada  
Amoeba  
Analytix Consulting  
Aon Reed Stenhouse Inc.  
Apache Corporation  
Apex Industries Inc.  
APICS The Association for Operations Management  
Apotex Inc.  
Apotex Pharmachem Inc.  
Apparel Human Resources Council  
Applanix A Trimble Company  
Arabian Trading Supplies  
Aram Systems Limited  
Aramex Canada Inc.  
Arbutus College  
Arca  
ArcelorMittal Dofasco Inc.  
AREVA Resources Canada  
Argus Transport Canada Inc.  
Armour Transportation Systems  
Armstrong Trade & Logistics Advisory Services Inc.  
Arnold Bros. Transport Ltd.  
ARRI Canada Limited  
Arrow & Slocan Lakes Community Services  
Art Knapp Plantland & Florist  
Arts and Cultural Industries Association of Manitoba  
ASCO Canada Ltd.  
Asia Pacific Foundation of Canada  
Asia Pacific Gateway Skills Table  
Aspect Retail Logistics  
Aspire Self Employment  
Assiniboine Community College  
Associated Tube Industries  
Association de l'Aluminium du Canada  
Association of Canadian Community Colleges  
Association Sectorielle Transport Entreposage  
Association of Service Providers for Employability and Training

Association of Universities and Colleges of Canada  
Asten Johnson, Inc.  
Athabasca University  
Atlantic Canada Opportunities Agency  
Atlantic Lottery  
Atlantic Provinces Chambers of Commerce  
Atlantic Towing Limited  
Atlas Van Lines (Canada) Ltd.  
Atomic Energy of Canada Ltd.  
Atripco Delivery Services  
Audmax Inc.  
Auto 21  
Automotive Training Standards Organization  
Aveos  
Award Windows & Doors  
AWARE Society  
Ax Connect  
BC Centre for Ability  
BC Health Authority Shared Services Organization  
BC Housing  
BC Hydro  
BC Institute of Purchasing Management Association of Canada  
BC Maritime Employers Association  
BCB Canada  
BCG Logistics Group  
BDI World Wide  
BGL Brokerage Ltd.  
BNP Paribas (Canada)  
BP Canada Energy Company  
Back In Motion Rehab Inc.  
Ballin Inc.  
Barnes, Richardson & Colburn  
Barreau du Québec  
Barry Callebaut Canada Inc.  
Basse & Associates Inc.  
Baton Simulations Pty Ltd.  
Bausch & Lomb  
Bayer Inc.  
Bayside Consulting Inc.  
Baytech Plastics  
Beacon Community Services  
Bell Helicopter Textron Canada Limited  
Belledune Port Authority  
Bellville Rodair Customs Brokers Inc.  
Bellville Rodair International  
Bennett Jones, LLP  
Benshaw Canada Controls Inc.  
Bentall Capital  
Berlet Electronics Limited  
Better Calls Creative Marketing Agency  
Binus & Garrett Ltd.  
Bio-Ag Consultants & Distributors Inc.

Bio-Lab Canada Inc.  
Bioriginal Food & Science Corp.  
Biovail Corporation  
Bison Transport  
Blake, Cassels & Graydon LLP  
BlueWater Strategic Communications  
Body Plus  
The Boeing Company  
Bombardier  
Bombardier Aéronautique  
Border Customs Consulting  
Border Freight Resources  
Boston-Power, Inc.  
Boston Scientific Ltd.  
Bow Valley College  
Bowden Transport  
Bowers Medical Supply Co.  
Bowman Employment Services Inc.  
Boys and Girls Club Community Services of Delta/Richmond  
BreconRidge  
Brink's Canada Limited  
British Columbia Institute of Technology  
British Columbia Rapid Transit Company Ltd.  
Buckland Customs Brokers Ltd.  
Buckley Search Inc.  
Building Opportunities with Business  
Burnbrae Farms Limited  
Business Enterprise Centre  
CCSI Technology Solutions  
CITT  
CMHC International  
CN Rail  
CPCS Transcom  
C.S. Consulting Associates Inc.  
CSA Transportation  
C. W. Henderson  
CWS Logistics  
Cadbury Adams  
Cadbury Trebor Allan Inc.  
Caisse de dépôt et placement du Québec  
Caledonia Careers Centre  
Calfrac Well Services Ltd.  
Calgary Board of Education  
Calgary Catholic Immigration Society  
Calgary Catholic School District  
Calgary Chamber of Commerce  
Calgary Economic Development  
Calgary Interfaith Food Bank  
Calgary International Airport  
Calyx Transportation Group Inc.  
Cambridge Solutions Inc.  
Cameco Corp.  
Camlexa Consulting  
Camo-route inc.  
Camosun College  
Campbell Company of Canada  
Can/Am Border Trade Alliance  
Canaan Transportation Group Inc.  
Canada Bread Company Ltd.  
Canada-China Business Communication Council  
Canada Export Centre  
Canada Post Corporation  
Canada Safeway Limited  
Canada School of Public Service

Canadian Aboriginal and Minority Supplier Council  
Canadian Alliance for Community Service-Learning  
Canadian American Boxed Meat Corp.  
Canadian Apparel Federation  
Canadian Apprenticeship Forum  
Canadian Association for Pharmacy Distribution Management  
Canadian Association for Prior Learning Assessment  
Canadian Association of Career Educators & Employers  
Canadian Auto Workers Union  
Canadian Automotive Repair and Service Council  
Canadian Aviation Maintenance Council  
Canadian Broadcasting Corporation  
Canadian Bureau for International Education  
Canadian Business College  
Canadian Career Development Foundation  
Canadian Career Moves - Surrey Community Services  
Canadian Communication Products Inc.  
Canadian Council of Grocery Distributors  
Canadian Council on Learning  
Canadian Counselling and Psychotherapy Association  
Canadian Courier & Logistics Association  
Canadian Education and Research Institute for Counselling  
Canadian Education Industry Summit  
Canadian Electricity Association  
Canadian Federation of Independent Business  
Canadian Forces  
Canadian Foundation for Economic Education  
Canadian German Chamber of Industry and Commerce  
Canadian Gift & Tableware Association  
Canadian Grocery Human Resources Council  
Canadian Health Food Association  
The Canadian Hearing Society  
Canadian Homeopathic Inc.  
Canadian Hospital Specialties  
The Canadian Institute  
Canadian International Freight Forwarders Association  
Canadian Manufacturers & Exporters  
Canadian Material Handling & Distribution Society  
Canadian Meter Company  
Canadian Natural Resources Limited  
Canadian Nursery Landscape Association  
Canadian Ornamental Horticulture Alliance  
Canadian Pacific Logistics Solutions  
Canadian Pacific Railway Company  
Canadian Pallet Council  
Canadian Plastics Sector Council

Canadian Printing Industries Sector Council  
Canadian Public Procurement Council  
Canadian Red Cross  
Canadian Sailings, Transportation & Trade Logistics  
Canadian Shipowners Association  
Canadian Society of Customs Brokers  
Canadian Spice Association  
Canadian Steel Trade & Employment Congress  
Canadian Supply Chain Food Safety Coalition  
Canadian Tire Corporation Limited  
Canadian Tourism Human Resource Council  
Canadian Transportation & Logistics  
Canadian Trucking Human Resources Council  
Canadian Union of Public Employees  
Canadian Wildlife Federation  
Canadian Working Group on HIV and Rehabilitation  
Canado Nacan Secur-T Inc.  
Canarm Ltd.  
Candata Systems Ltd.  
Canex Foods Ltd.  
Canexus Chemicals Canada  
Canfor Pulp Limited Partnership  
Cangene Corporation  
Canlight Hall  
Canplas Industries Ltd.  
Cape Breton University, Practice Depot  
Capgemini / Inergi LP  
Capital Health  
Capital Power Corporation  
Caravan Logistics Inc.  
Career Assistance and Resources for Employment  
The Career Centre  
Career Edge  
The Career Foundation  
Career Link Employment Centre  
Career Resource Centre  
Careewise Ltd  
Cargill Limited  
Carleton University  
Carson Customs Brokers Ltd.  
Carson International  
Casemore & Co.  
Catholic Crosscultural Services  
Cavalier Transportation Services Inc.  
Cavendish Farms  
Cégep de l'Abitibi-Témiscamingue  
Cégep André-Laurendeau  
Cégep François-Xavier Garneau  
Cégep Marie-Victorin  
Celero Solutions  
Celestica  
Celtic Business Development Corporation  
Centennial College School of Business  
Central Okanagan Immigrant Employment Service  
Central Ontario Healthcare Procurement Alliance  
Central Vancouver Island Multicultural Society

Centre for Aboriginal Human Resource Development  
Centre for Addiction and Mental Health  
Centre for Canadian Language Benchmarks  
Centre for Education & Training  
Centre for Education & Work  
Centre francophone de services à l'emploi de la Vallée de l'Okanagan  
Centre Francophone de Toronto  
Centre High Campus  
The Centre of Integration for African Immigrants  
Centre for International Change, Inc.  
Centre interuniversitaire de recherche sur les réseaux d'entreprise, la logistique et le transport  
Centre local de développement Vaudreuil-Soulanges  
Centre for Workplace Skills  
Centric Retail Logistics  
Centrilift  
Cercle de legs  
Ceridian Canada Ltd.  
Ceva Logistics  
Challenger Motor Freight  
Chambre de Commerce Mexico-Canada  
Chambre de Commerce du Montréal Métropolitain  
Champion Pet Foods Limited  
Champlain Health Supply Services  
Champlain Regional College Saint-Lambert  
The Chartered Institute of Logistics and Transport – North America  
Chase Operators Training  
Checkpoint Canada Inc.  
Checkpoint Logistics Inc.  
Chevron U.S.A. Inc.  
China Council for the Promotion of International Trade  
Ciba Speciality Chemicals Corp.  
CIBA VISION Canada  
Cirque du Soleil  
La Cité collégiale  
City of Calgary  
City of Coquitlam  
City of Hamilton  
City of Toronto  
ClearConcise Communications  
Clearwater Seafoods Limited Partnership  
Coastal Containers Ltd.  
Coca-Cola Bottling Company  
Cogeco Cable  
Coghlan's Ltd.  
The Cole Group  
Collège communautaire du Nouveau-Brunswick  
Le collège Lionel-Groulx  
College of New Calendonia  
College of the North Atlantic  
Collège de Valleyfield  
Colleges Ontario  
Colliers International  
Colorado Technical University  
Comark Inc.  
Commercial Safety College

Commission des partenaires du marché du travail  
Commission de la santé et sécurité du travail  
Commission scolaire des Trois-Lacs  
Community Care Access Centre  
Community Futures Boundary  
Community Futures Haida Gwaii  
Community Futures Nadina  
Community Futures North Okanagan  
Compufreight Services Limited  
The Computing Technology Industry Association  
Concordia University  
Conestoga College Institute of Technology and Advanced Learning  
The Conference Board of Canada  
Conférence de Montréal  
Connect Strategic Alliances  
ConocoPhillips Canada Ltd.  
Conseil interprofessionnel du Québec  
Conseil du Patronat du Québec  
ConsolAir Inc.  
Consolidated Fastfrate  
Consulate General of Brazil, Trade & Tourism Office  
Consul-Tech Inc.  
Contact Centre Canada  
Contact North  
Continental Imports Limited  
Continental Ingredients Canada Inc.  
Contract Management Services Limited  
Convergence Management Consultants Ltd.  
Cornerstone Systems, Rock Solid Transportation Solutions  
Cornwall Economic Development  
Corporate Council Exchange  
Corporate Efficiency Consulting Inc.  
COSTI Immigrant Services  
Council for Automotive Human Resources  
Council of Ontario Construction Associations  
Council of Ontario Universities  
Couprie, Fenton Inc.  
Cowichan Independent Living  
Crane Supply  
Cratex Industries Ltd.  
Creation Technologies  
Creative Connection Consultants (Canada)  
Creative Employment Access Society  
Credenda Virtual High School  
Creebank Transport  
Cultural Human Resources Council  
Curve Lake First Nation  
Cushman & Wakefield LePage Inc.  
DB Group Consulting Inc.  
DBM Sytems Inc.  
The DFS Group  
DHL Danzas Air & Ocean (Canada) Inc.  
DHL Global Forwarding (Canada) Inc.  
DJ Railcar Services Inc.  
DTA Services Ltd.  
DAJE Consulting Group  
Dalhousie University

Dalsa Corporation  
Danex Systems Limited  
Danier Leather Inc.  
Danni Burton and Company  
Data On The Spot  
DataAngel Policy Research Inc.  
Datex International  
Davenport Perth Neighbourhood Newcomers Centre  
David Luton & Associates Inc.  
Davis & Henderson  
Defence Construction Canada  
Degama Systems Inc.  
Dell Computer Corporation Canada  
Delmar International Inc.  
Deloitte Inc.  
Delta Controls  
Delta School District  
Developmental Disabilities Association  
Devenir  
Devlin eBusiness Architects  
Devon Canada Corporation  
Dialexia  
Digital Mentor Group  
Dimplex, North America Limited  
District of Kitimat  
DIVERSEcity Community Resources Society  
Dixie Bloor Neighbourhood Centre  
Dr. Freight  
Dominion Messenger  
Dominion Warehousing  
Douglas College Working Solutions for Skilled Immigrants  
Drake International  
Draper Whitman  
Duce's Driver Services  
Dufferin Peel Catholic District School Board  
Duha Color Services  
Durham College  
Durham District School Board  
Durham Region Local Training Board  
Dynamic Connections  
Dynamic Executive Search  
Dynatrans Logistics Inc.  
EB Games Canada  
E.H. Price  
EMC Canada  
ESBY Management Services  
Eagle Spirit Marketing Inc.  
East Penn Canada  
East San Gabriel Valley Regional Occupational Technical Centers  
East West Focus International Inc.  
Eckler Associates  
ECO Canada  
Edmonton Economic Development Council  
Edmonton Mennonite Centre for Newcomers  
Effective Logistical Solutions  
eHealth Ontario  
The Electric Lift Truck Co. Ltd.  
Electricity Sector Council  
Elementary Teachers' Federation of Ontario  
Elite Training Academy  
Elk Island Public School  
ELLE and Associates Inc.

Embassy of Indonesia, Commercial Office  
Emergency Management Ontario  
Emerit Products & Certification  
The Eminata Group  
Employment and Education Centre  
Employment Connections  
The Employment Place  
Enersource Corporation  
Engage Human Resources Solutions Inc.  
Engineering Matching & Placement Program  
English Bay Batter  
Enmax  
Enterprise Saskatchewan  
Les Entreprises Dupont  
Envision Credit Union  
Eqentia, Inc.  
ergoCentric Seating Systems  
Ernst & Young LLP  
Espar Products Inc.  
Ethical Matters Consulting  
ETHOS Career Management Group Ltd.  
Eurocan Precision Machining Ltd.  
Everest College  
Evermon Consulting Services Inc.  
Excellence in Manufacturing Consortium  
The Executive Committee Ltd.  
Exel Canada Inc.  
Exova  
Expeditors Canada Inc.  
Export Development Canada  
Export Packers Company Ltd.  
FCM Travel Solutions  
FGF Brands  
FLS Transportation Services Inc.  
FacilicorpNB  
Family Services of Greater Vancouver  
Fanshawe College  
Fastlane Americas  
Federal Institute of Santa Catarina  
Federally Regulated Employers - Transportation and Communications  
La Fédération canadienne pour l'alphabétisation en français  
Fédération des Chambres de commerce du Québec  
FedEx Express  
FedEx Trade Networks Transportation & Brokerage (Canada), Inc.  
Ferryby  
Field Aviation Company Inc.  
Finica Food Specialties Ltd.  
Finnish Economic Information Office  
Fisher Scientific Ltd.  
Fitter International Inc.  
Fleet Logistics Limited  
Focus Training Institute Ltd  
Fondation de l'entrepreneurship  
Fondation Lucie et André Chagnon  
Fondation One Drop  
Food Processing Human Resources Council  
Ford Motor Company of Canada  
Forensberg Group  
Forest Products Sector Council

Forfás, Government of Ireland  
Formalourd  
Formation CC  
Formation Professionnelle D.J. Inc.  
Fort Gary Industries  
Fort Nelson Employment Services  
Forum économique international des Amériques  
Forum for International Trade Training  
Fraser Academy  
Fraser Direct Logistics  
Fraser Milner Casgrain  
Fratello Coffee Co.  
Freeway Transportation  
Freshwater Fish Marketing Corporation  
Frito Lay Canada  
Frontier College  
Fu Ding Enterprise Development Co.  
FutureWorks Training Inc.  
FutureWorx Job Search Centre  
G2 Logistics Inc.  
G4 Apps  
G4S Security Services (Canada) Ltd.  
GCA Equipment Inc.  
GE Canada  
GHY International  
GMI Canada  
G.N. Johnston Equipment Co. Ltd.  
GS1 Canada  
G.T. Wholesale Ltd.  
Gander Larvic Specialty Products  
Garnett Manning Youth and Leadership Foundation  
General Motors of Canada Limited  
George Brown College of Applied Arts and Technology  
Geo. H. Young & Co. Ltd.  
Georgian College of Applied Arts & Technology  
Gestion & Logistique Magazine  
Gienow Windows and Doors  
Giffels Associates Limited  
The Glasgow Group  
GlastonTor Consulting  
Global Distribution & Warehousing  
Global Links Network  
Global Managed Services  
Global Trading Services  
The Globe and Mail  
Go2  
Goodwill  
Gordon Box Consultant  
Gordon Neighbourhood House  
Gordongroup  
Government of Alberta  
Alberta Employment and Immigration  
Alberta Advanced Education and Technology, Apprenticeship and Industry Training  
Alberta Education  
Government of British Columbia  
Ministry of Advanced Education  
Ministry of Economic Development  
Ministry of Transportation  
Government of Canada  
Canada Border Services Agency

Citizenship and Immigration Canada  
Correctional Services Canada  
Economic and Rural Development Canada  
Foreign Affairs and International Trade Canada  
Health Canada  
Human Resources and Skills Development Canada  
Industry Canada  
National Defence Canada  
Natural Resources Canada  
Public Health Agency of Canada  
Public Works and Government Services Canada  
The Senate of Canada  
Service Canada  
Statistics Canada  
Transport Canada  
Treasury Board of Canada Secretariat  
Government of Manitoba  
Manitoba Infrastructure and Transportation  
Government of New Brunswick  
Ministry of Education  
Government of Nova Scotia  
Department of Economic and Rural Development and Tourism  
Transport and Infrastructure Renewal  
Government of Nunavut  
Department of Health and Social Services  
Government of Ontario  
Ministry of Citizenship and Immigration  
Ministry of Economic Development and Trade  
Ministry of Education  
Ministry of Finance  
Ministry of Government Services  
Ministry of International Trade and Investment  
Ministry of Training, Colleges and Universities  
Ministry of Transportation  
Government of Quebec  
Ministère du Développement durable, de L'Environnement et des Parcs  
Government of Saskatchewan  
Saskatchewan Advanced Education, Employment and Labour  
The Graham Lowe Group  
Grand & Toy  
Granite Man Ltd.  
Grant MacEwan College  
Graphically Gifted  
Greater Moncton International Airport  
Greater Vancouver Gateway Council  
Groupe Collegia  
Groupe GCL, Conseil logistique  
Growmark Inc.  
Guelph Chamber of Commerce  
Guelph eMarketing Group  
Guelph General Hospital

HBI College  
HCL America, Inc.  
HEC Montréal  
HR Council for the Nonprofit Sector  
HR Impact  
Halifax Employers Association  
Halifax Port Authority  
Hallam Consulting  
The Hallmark Group  
Halterm Limited  
Halton District School Board  
Halton Industry Education Council  
Halton Multicultural Council  
Hamilton Port Authority  
Hansler Industries Ltd  
Harold T. Griffin Inc.  
Hayes Logistics  
Healthcare Materials Management Services  
Healthcare Supply Chain Network  
HealthPRO Procurement Services Inc.  
Healthwise Communications Inc.  
Hecate Strait  
Heli-One  
Hellmann Worldwide Logistics Inc.  
Henry Schein Canada Inc.  
Heroux Logistix  
Hewitt Equipment Limited  
Hewitt-Packard (Canada) Co.  
Highline Community College  
Hilton Pharma (Pvt.) Ltd.  
The Home Depot  
Home Instruction for Parents of  
Preschool Youngsters Canada  
Honda Canada Inc.  
Hong Kong Trade Development  
Council  
Hopewell Distribution Services Inc.  
Horton Ventures Inc.  
The Hospital for Sick Children  
Hub International  
Hudson's Bay Company  
Human Capital Strategies  
Humber College Institute of  
Technology & Advanced Learning  
HumCap  
Hunter Anderson Group Inc.  
Hunter Keilty Muntz & Beatty Limited  
Husky Energy  
Husky Injection Molding Systems Ltd.  
Hydro One  
Hydro-Québec  
Hyphen Freight Brokerage, Inc.  
IAM Cares Society  
IBM Canada Ltd.  
ICBC Insurance Corporation  
I.E.Canada, The Association of  
Importers and Exporters  
IFS North America, Inc.  
IKO Industries Ltd.  
IMP Aerospace  
I.M.Xpress Intermodal Transportation  
ITL Inter-Transport Limited  
ITN Logistics Group  
Ice River Springs Water Co.  
ICECORP Logistics  
Ideal Consulting  
Ignite Excellence  
Immigrant Employment Council of  
British Columbia

Immigrant Services Society  
Immigrant Settlement and Integration  
Services  
Imperial Manufacturing Group  
In Transit Personnel Inc.  
Industrial Accident Prevention  
Association  
The Industrial Careers Pathway  
Industry Training Federation  
Information and Communications  
Technology Council  
Infrastructure Health & Safety  
Association  
Ingenia Consulting  
Inmotion Management Inc.  
Innomar Strategies  
Inolence Inc.  
Installation, Maintenance and Repair  
Sector Council and Trade  
Association  
Institut de recherche Robert-Sauvé  
en santé et en sécurité du travail  
Institut International de logistique de  
Montréal  
Institut national de la santé publique  
du Québec  
Institut de réadaptation Gingras-  
Lindsay-de-Montréal  
Integrare Consulting  
Integration Resources Canada  
Interactive Decision Solutions  
Inter-Connex Consulting Inc.  
Inter Global Logistics Inc.  
Inter-Transport Ltd.  
Interlex Group of Canada Inc.  
International Business Trainers  
International Knowledge Network  
International Marine Institute of  
Memorial University  
International Union of Operating  
Engineers  
International Warehouse Logistics  
Association  
International Water-Guard Industries  
Inc.  
Interuniversity Services Inc.  
Invacare Canada LP  
Inventory Management Solutions  
Investigative Services  
Ipex Management Inc.  
Irving Group Moncton  
Irving Oil Refining G.P.  
Irving Personal Care  
Irving Tissue  
Irving Transportation  
istep (Immigrant Skilled Trades  
Employment Program)  
IVES Training Group  
iWheels International  
Izen Consulting  
J.D. Irving Limited  
J.D. Smith and Sons Limited  
JDI Logistics Inc.  
J. H. Ryder Machinery Ltd.  
J.M. Levi & Associates Ltd.  
JMP Engineering Inc.  
J. P. Enterprises  
JVS Toronto  
The J.W. McConnell Family  
Foundation

Jacobs Industrial Services Ltd.  
jaiTec solutions  
James Richardson International  
Jelli Fish Kids  
Jervis B. Webb Company of Canada  
Ltd.  
The Job Shop  
Jobpostings Magazine  
Jobs West / Developmental  
Disabilities Association  
JobStart  
Johnson & Johnson Medical Products  
Johnson Controls  
Joseph's Finest  
Junior Achievement of Canada  
Just the Facts  
K-Son Design & Management Services  
Inc.  
KBM Trading International Corp.  
KPMG LLP  
Kaizen SCM Group  
Kamloops Aboriginal Services - STEP  
Kangan Institute  
Kangri International Inc.  
KARI  
KAS Konsult Inc.  
Katoen Natie  
Kelly Services  
Kelron Logistics  
Kenniff & Racine, Executive Research  
Kent (home improvement store)  
Keyano College  
Kinacor  
Kitikmeot Economic Development  
Commission  
Kitimat Community Services Society  
Knightsbridge Human Capital  
Management Inc.  
Kohl & Frisch Limited  
Kuehne + Nagel Ltd., Canada  
Kwantlen Polytechnic University  
Lafarge Canada Inc.  
Lakes District Employment  
Lalvani Logistics Inc.  
Lamb Weston Inc.  
Lambton College  
Lanark Business Consultants  
Landell and Associates  
Lander and Associates  
Langara College  
Lanxess Inc.  
Lasi World Skills Inc.  
Learning Agents  
The Learning Enrichment Foundation  
The Learning Partnership  
Lebovic Enterprises  
Lethbridge College  
Lezlie Phillips & Associates  
Life Touch Canada Inc.  
Liftow Limited  
Liquor Control Board of Ontario  
Literacy Alberta  
Literacy BC  
Livingston International  
Lloyd Management Group  
Loblaw Companies Ltd.  
Logi-D Inc.  
Logiherdron Inc.  
Logisti Employment Group Inc.  
Logistic Marketing Services Inc.

The Logistics Institute  
 Logistics Magazine  
 Logistics Quarterly  
 Logixsource Consulting Ltd.  
 London Drugs Limited  
 Longbow Advantage  
 Longo's  
 L'Oreal Canada Inc.  
 Lowe's Home Improvement  
 Loyalist College  
 Lynden International Logistics Co.  
 M. Magas & Associates Inc.  
 MCC Compass  
 MCC Employment Essentials  
 MDS Nordion Inc.  
 MRO Magazine  
 MTS Allstream Inc.  
 Mabe Canada  
 Macdonalds Consolidated  
 Maersk Canada Inc.  
 Magnussen Home Furnishings Ltd.  
 Mah Consulting & Research Inc  
 Malley Industries Inc.  
 Manitoba Aerospace  
 Manitoba Food Processors Association  
 Manitoba Hydro  
 Manitoba Liquor Control Commission  
 Manitoba Lotteries Corporation  
 Manitoba Print Industry Association  
 Manitoulin Global Forwarding  
 Manitoulin Transport  
 Manufacturing/Distribution Logistics  
 Manulife Financial  
 Maple Leaf Foods Inc.  
 The Marco Corporation  
 The Mark Anthony Group  
 Markel Insurance Company of Canada  
 Mark's Work Warehouse Ltd.  
 Mars Canada Inc.  
 MaRS Discovery District  
 Martin-Brower of Canada Company  
 Marwood Metal Fabrication Limited  
 Mastermind Solutions Inc  
 Material Handling Management  
 Society  
 Materials Management & Distribution  
 Magazine  
 McBride Employment Assistance  
 Service  
 McCain Foods Limited  
 McDonald Green  
 McGill University, Centre for  
 Continuing Education  
 McGill University Health Centre  
 McGraw-Hill Ryerson  
 McKenna Logistics  
 McKesson Canada  
 McMaster University  
 McNeil Safety Training & Compliance  
 Inc.  
 MedBuy  
 Media Strategy Inc.  
 Mega Group Inc.  
 Meilleures Marques  
 Mellohawk Logistics  
 Mennonite Central Committee  
 Mennonite Savings and Credit Union  
 The Mergis Group  
 Meridia  
 Metamorphosis

Metro Canada Logistics Inc.  
 Metro Retail Supply Chain Solutions  
 Inc.  
 Metro Toronto Movement for Literacy  
 Meyers Norris Penny LLP  
 Michigan State University  
 MicroSkills  
 Midland Transport Limited  
 Midwest Surveys Inc  
 Mi'kmaq Employment/Training  
 Secretariat  
 Miikwesu Management & Nation  
 Talk  
 Milgram & Company Ltd.  
 Milgram Freight Services Limited  
 Milgram International Shipping  
 Mining Industry Human Resources  
 Council  
 Mississauga Chinese Business  
 Association  
 Mississippi State University  
 Mohawk College of Applied Arts and  
 Technology  
 Mohawk Shared Services  
 MOKUM International Logistics  
 Momentive Performance Materials  
 Canada ULC  
 Moniam Enterprises Inc.  
 Monsanto Canada Inc.  
 Montreal Maine and Atlantic Railway  
 Montreal Port Authority  
 Moosehead Breweries  
 Morten Industries  
 MOSAIC  
 Mother Parker's Tea & Coffee  
 Motor Carrier Passenger Council of  
 Canada  
 Mount Royal University  
 Mountain Equipment Co-Operative  
 Multicultural Helping House Society  
 Murphy Group  
 MYERT Corps Inc.  
 NYK Line (Canada) Inc.  
 National Gas Butano Distribuidora Ltd  
 Nalcor Energy  
 National Adult Literacy Database Inc.  
 National Association of Career  
 Colleges  
 National Bank Financial  
 National Capital Region YMCA-YWCA  
 National Education Consulting Inc.  
 National Fast Freight  
 National Institute of Governmental  
 Purchasing Inc.  
 National Life Work Centre  
 National Research Council Canada  
 Near North Customs Brokers Inc.  
 Needle's Consulting Services Inc.  
 Neil Squire Society  
 Nestlé Canada Inc.  
 New Brunswick Community College  
 New Brunswick Multicultural Council  
 Inc.  
 New Directions Business Retraining  
 Association  
 New Flyer Industries Limited  
 New Paradigm Capital Corp.  
 New Westminster Community  
 Development Society  
 NewCom Media Quebec Inc.

NewComer Organization Network  
 Newcorp Logistics  
 Newfoundland & Labrador  
 Organization of Women  
 Entrepreneurs  
 Newfoundland and Labrador Hydro  
 Newmark Knight Frank Devencore  
 NewPage Corporation  
 Nexen Inc.  
 NexGen  
 NexJ Systems Inc.  
 Next Page Private High School  
 Next Steps Employment Centre  
 Nexus Creative Solutions Inc.  
 Niagara College of Applied Arts &  
 Technology  
 Niagara Peninsula Aboriginal Area  
 Management Board  
 Niagara Workforce Planning Board  
 NocoCode  
 Noranco  
 Normandin Transit Inc.  
 NorQuest College  
 North Island Employment  
 Foundations Society  
 North Kamloops Work Search  
 North Okanagan Employment  
 Enhancement Society  
 North Shore Multicultural Society  
 The North West Company  
 Northern Alberta Institute of  
 Technology  
 Northern Alberta Transportation  
 Council  
 Northern Family Health Society  
 NOVA Chemicals Canada Inc.  
 Nova Scotia Community College  
 Nucleus Leadership Group Inc.  
 O Trade and Market Access  
 Obsidian Consulting  
 Oce Display Graphics Systems Inc.  
 Odutola Law Chambers  
 Offshore Systems Ltd.  
 O'Neil Marketing & Consulting  
 Ontario Agency for Health Protection  
 and Promotion  
 Ontario Chamber of Commerce  
 Ontario Council of Agencies Serving  
 Immigrants  
 Ontario Institute of Purchasing  
 Management Association of  
 Canada  
 Ontario Literacy Coalition  
 Ontario Network of Employment Skills  
 Training Projects  
 Ontario Northland  
 Ontario Power Authority  
 Ontario Power Generation Inc.  
 Ontario Provincial Police  
 Ontario Securities Commission  
 Orchestre Symphonique de Montréal  
 Ordre des Technologues en  
 Radiologie du Québec  
 The Original Cakerie  
 Ormed Information Systems Ltd.  
 Orsam Sylvania Ltd.  
 Orvitek Inc.  
 Ottawa-Carleton District School Board  
 Ottawa Community Housing  
 Ottawa Global Logistics & IT Group

Ottawa Police Service  
Overwaitea Food Group  
Oxfam Novib  
PEI Association of Sector Councils  
PF Collins International Trade Solutions  
PHH ARC Environmental  
P.L.A.C.E. Rive-Sud  
PTP Adult Learning and Employment Programs  
PWV & Associates  
Paccar du Canada Ltée  
Pacific Community Resources Society  
PACS Employment Resource Centre  
Panalpina Inc.  
Pathway Communications  
Payne Transportation  
Peak Energy Services  
Peel District School Board  
Peel Halton Workforce Development Group  
Peel Newcomer Strategy Group  
Peel Region Employment Preparation  
Pembina Trails School  
Division/Shafesbury High School  
Penner International Inc.  
PenSafe Inc.  
Pepsi-Cola International (Pvt) Ltd  
PepsiCo Canada  
Perennial Solutions Inc.  
Perkinelmer Biosignal Inc.  
Perris Training  
Petro-Canada Inc.  
Petroleum Human Resources Council of Canada  
Petroleum Services Association of Canada  
Philburn  
Pillar Performance  
Pinetree Advisors  
Pinnacle Search Group  
Pitney Bowes  
Pivotal Integrated HR Solutions  
Place Rive-Sud  
Plexxus  
Pollard Banknote LP  
Polytechnics Canada  
Port Metro Vancouver  
Port of Montreal  
Portside Warehousing & Distribution  
Potash Corp  
Power Group  
Power Transmission Distributors Association  
Powerful Play Experiences  
Prairie Mines & Royalty Ltd.  
PricewaterhouseCoopers  
Prince Edward County, Economic Development  
Procter & Gamble Asia Pte Ltd  
PROcure Supply Chain Solutions  
Progressive Alternatives Society of Calgary  
Progressive Intercultural Community Services Society  
Prometheus Inc.  
Propurchaser.com  
Provincial Health Services Authority (B.C.)  
Psion Teklogix

Public Mobile Inc.  
Public Policy Forum of Toronto  
Puratos Canada Inc.  
Purchasing Management Association of Canada  
Purchasingb2b Magazine  
Purolator Courier Ltd  
Quasimodo  
Quebec Stevedoring Company Ltd.  
Quik-X Logistics  
R.D. Nicholls & Associates  
RGA Life Reinsurance Company of Canada  
RJSP Consulting Inc  
R.S. Harris Transport Ltd.  
RSM Richter  
The Red Cross  
Red Deer College  
Red River College of Applied Arts, Science and Technology  
The Reger Group  
Regina Open Door Society Inc,  
Regional Municipality of Halton  
Remco Group  
Republic of Mozambique, Ministry of Education and Culture  
Research In Motion Limited  
Research Innovation Commercialization  
Resources Global  
Restwell Sleep Products  
ReturnTrax  
Reynolds Consulting  
Reynolds Packaging Group  
Richardson Foods  
Richmond School District  
The Right Mountain  
Rio Tinto  
RitchieBridges Strategy Inc.  
Robert H. Schaffer & Associates  
Robert Transport  
Rogers Communications  
Rogers Publishing Limited  
Rome Logistics Specialist  
Ron Santa Teresa  
Rook Safety Services  
Rotterdam University  
Royal Bank of Canada  
Royal Canadian Mint  
Royal Roads University  
Rubbermaid  
Rutherford Global Logistics  
Ryder Logistics  
Ryerson University  
S L Bistriz Consulting Inc  
S4 Potential  
SAIT Polytechnic  
SAP Canada  
SCCI Project Restart  
SCI Logistics  
SDV Bangladesh Private Ltd.  
SDV Canada  
SKD Automotive Group  
SNC-Lavalin Inc.  
SNC-Lavalin Transmission & Distribution  
STS Logistics Inc.  
St. Clements Group  
Saint Elizabeth Health Care  
St. Francis Xavier University

Saint John Port Authority  
St. Joseph's Healthcare Hamilton  
St. Lawrence College  
Saint Lawrence Seaway Development Corporation  
The St. Lawrence Seaway Management Corporation  
St. Louis Adult Learning & Continuing Education Centres  
St. Mary's University  
St. Michael's Hospital  
St. Thomas Elgin General Hospital  
Sandoz Canada Inc.  
Sanimax  
Sanofi Pasteur Canada  
Sante Services Ltd  
Saptha Business Solution  
Sarnia-Lambton Workforce Development Board  
Saskatchewan Apprenticeship and Trade Certification Commission  
Saskatchewan Community Resources & Employment  
Saskatchewan Government Insurance  
Saskatchewan Institute of Applied Science and Technology  
Saskatchewan Institute of Purchasing Management Association of Canada  
Saskatchewan Trade & Export Partnership  
Saskatoon Industry Education Council  
Saskferco  
SaskTel  
Savtan Inc.  
Schenker of Canada Limited  
Sciencetech Inc.  
Scientific Games Canada  
Scotiabank  
Scott Constuction Group  
Seaspan Ship Management Ltd.  
Selkirk College  
Seneca College of Applied Arts and Technology  
Senior Watch Inc.  
Service d'orientation et de formation des adultes  
ServiceFreight Systems  
Settlement and Integration Services Organization  
Shared Services West Regional Materials Management  
Shaw  
Shell Canada Energy  
Sheridan Institute of Technology and Advanced Learning  
Sheridan Nurseries  
Shire BioChem Inc.  
Shuswap Training & Employment Program  
Siemens Building Technologies, Ltd.  
Siemens Canada Limited  
Siemens Milltronics Process Instruments, Inc.  
Simon Fraser University  
Skelton Truck Lines Ltd.  
Skills Canada  
Skills for Change  
Sky Solar (Canada) Ltd.  
Skyservice

Slingshot Transportation, Inc.  
 Smith and Nephew  
 Smiths Medical Canada Ltd.  
 Sobey's Inc.  
 Social Capital Partners  
 La Société francophone de Victoria  
 Sologlobe  
 Source Medical Corporation  
 South Kamloops Work Search Centre  
 Southland Transportation Ltd.  
 Southwest Virginia Higher Education  
 Center  
 Sovereign Pharmaceuticals Ltd.  
 Spectrum Supply Chain Solutions  
 Sprott-Shaw Community College  
 Standen's Ltd  
 Staples Inc.  
 StarTech.com  
 StemCell Technologies Inc.  
 Stepping Stones Consulting  
 Sterling Agility  
 Sterling Operations Logistics Ltd.  
 Stevenson Kellogg  
 Stitsma Employment Centre  
 Stoakley-Dudley Consultants Ltd.  
 Stolo Nation Human Resources  
 Development  
 Strategia  
 Strategic Corporate Resolutions Inc.  
 Strategic Direction  
 Strategic Sourcing International Inc.  
 Striving For Excellence  
 Stryker Canada  
 S.U.C.C.E.S.S. Foundation  
 Summit Learning Centres Inc.  
 Summit Logistics  
 Summit Magazine  
 The Sun Products Canada Corporation  
 Suncor Energy Services Inc.  
 Sunview Patio Doors  
 Superior Propane  
 Supply Chain & Logistics Association  
 Canada  
 Supply Chain Council  
 Supply Chain Management  
 Supply Chain Management Services  
 Supply Chain Network  
 Supply Chain Optimizers  
 Supply Chain Personnel  
 Supply Chain Staffing Services  
 Supply Chain Surveys Inc.  
 Supply Chain Systems Ltd.  
 Supply Level Inc.  
 Supply Management Group Inc.  
 Supporting Employment Transitions  
 Sure Track  
 Surrey District School District  
 Surrey Employment Resource Centre  
 Synchron Consulting  
 Syndicat général des professeurs et  
 professeures de l'Université de  
 Montréal  
 Synergy Corp.  
 Synerix Consulting  
 Systems Material Handling  
 TCI Management Consultants  
 The TDL Group Corp.  
 TDS logistics  
 TM Shears Associates Inc.  
 TMP Worldwide

TN Security Group  
 TSI Group Inc.  
 TST Porter  
 Taiga Building Products  
 Taillon Consulting  
 Taiwan Trade Center, Vancouver  
 Teamsters Local 362  
 Techo-Bloc Inc.  
 Teck Coal Limited  
 Tembec - Spruce Falls Division  
 Texas A&M University  
 Textiles Human Resource Council  
 Thales Avionique Canada Inc.  
 THEO BC  
 Thompson Rivers University  
 Thomson Group  
 Thomson Technology  
 Ticketmaster  
 Tim Hortons  
 Tim Moore Associates  
 Tootsie Roll Industries, Inc.  
 Toronto and Region Conservation for  
 the Living City  
 Toronto Congress Centre  
 Toronto District School Board  
 Contracted Services  
 Lakeshore Collegiate Institute  
 George Vanier S.S.  
 Toronto Employment and Social  
 Services  
 Toronto Financial Services Alliance  
 Toronto Forum for Global Cities  
 Toronto Port Authority  
 Toronto Region Immigrant  
 Employment Council  
 Toronto Region Research Alliance  
 Toronto Workforce Innovation Group  
 Total E&P Canada Ltd.  
 Total Procurement Solutions  
 Town of Newmarket  
 Town of Oakville  
 Toyota Canada Inc.  
 Training Innovations Inc.  
 Trans-Logic Executive Search Group  
 Limited  
 Transall Group of Companies  
 TransAlta Corporation  
 TransCanada PipeLines Ltd.  
 Transcontinental Inc.  
 TransCore Link Logistics Corporation  
 TransHub Ontario  
 TransitionPlus Sustainability Solutions  
 Translogistique  
 Transport Institute, University of  
 Manitoba  
 Transport Sonar  
 Transportation & Logistics Consulting  
 Transportation Career Development  
 Association of BC  
 TransX Group of Companies  
 Travelonly  
 Tregaskiss Ltd.  
 Trent University  
 Triangle Seminars  
 TriOS College  
 True Journeys  
 Trust Enabling Strategies  
 TwinGroup  
 UPS Canada  
 UPS Supply Chain Solutions

UTI Canada Inc.  
 Ultra Electronics Tactical  
 Communication Systems  
 Uniboard  
 Unifreight International Ltd  
 Unilever Canada  
 Unique Party Favors  
 Unique Personnel Services  
 United Food and Commercial Workers  
 Union  
 Unitron Hearing Ltd.  
 Universal Compression Canada LP  
 Université du Québec à Montréal  
 Université du Québec à Trois-Rivières  
 University College of the Fraser Valley  
 University Health Network  
 University of Alberta  
 University of Arkansas  
 University of British Columbia  
 University of Calgary  
 University of Guelph  
 University of Lethbridge  
 University of Manitoba  
 University of Ottawa  
 University of PEI  
 University of Saskatchewan  
 University of Toronto  
 University of Victoria  
 University of Waterloo  
 University of Western Ontario  
 University of Windsor  
 University of Winnipeg  
 VIT University  
 VPI Halton  
 ValueNet Canada Consulting Inc.  
 The Van Horne Institute  
 Van Kam Freightways Ltd.  
 VanAsep Training Society  
 Vancouver Coastal Health &  
 Providence Healthcare  
 Vancouver Community College  
 Vancouver Drydock  
 Vancouver Port Authority  
 Varanor  
 Varmelous Industries Inc.  
 Varsteel Ltd.  
 Venmar Ventilation Inc.  
 Vera E. Taylor Consulting Services  
 Versa Cold Group  
 Vestimetra International  
 VIA Rail  
 Viable Calgary  
 Vickers Marketing Ltd.  
 Vision21 Consulting  
 Viterra Inc.  
 Volt Workforce Solutions  
 W.G. McKay Limited  
 W.R. Davis Engineering  
 Walker Group of Companies  
 Wal-Mart Canada Corp.  
 Warid Telecom (Pvt) Limited  
 Waterloo Regional District School  
 Board  
 Watkins Consulting  
 Weetabix North America  
 West Aqua Commodity Group Ltd.  
 West Monroe Partners  
 West Pacific Consulting Group  
 Wheels Group  
 Widex Canada Ltd.

WiesSolutions  
Wilfrid Laurier University  
Williams Machinery  
Wills Transfer Limited  
Wilson'sTransportation  
Windsor Equipment Training Facility  
Ltd.  
Winners Merchants International LP  
Winnipeg Airports Authority  
Winpak Ltd.  
Women in Logistics  
Wood Manufacturing Council  
The Woodbridge Group  
Woodgreen Community Services

Work and Learning Knowledge Centre  
Workforce WindsorEssex  
Working Skills Centre  
WorkLink Employment Society  
Workplace Institute  
Workplace Skills  
WorkZone Employment Services  
World Education Services  
World Service Cargo  
World Trade Centre Atlantic Canada  
Worldwide Woods Inc.  
Wurth Canada Limited  
XCD Logistics Solutions Ltd.  
XTL Group of Companies

XTL Logistics Inc.  
Xantrex Technology Inc.  
YMCA Toronto  
YMCA-YWCA Ottawa  
YWCA  
Yale Industrial Trucks Ontario Limited  
Yanke Group of Companies  
Yellow Cedar Learning Centre  
YES Montreal  
York University  
Youth Culture  
Youth in Motion  
Yukon College

## Financial Statements

### Balance Sheet

As at March 31	2011	2010
<b>Assets</b>		
Current		
Cash	\$ 44,457	\$ 16,255
Accounts receivable	5,640	789
Due from HRSDC (note 7)	12,741	39,419
HST receivable	29,209	6,985
Prepaid expense	14,383	14,003
	<b>106,430</b>	77,451
Capital assets (note 4)	<b>16,162</b>	29,452
	<b>\$122,592</b>	\$ 106,903
<b>Liabilities and Net Assets</b>		
Current		
Accounts payable and accrued liabilities	\$ 22,556	\$ 48,056
Due to HRSDC (note 7)	1,794	14,927
Deferred HRSDC operating contributions (note 5)	69,968	10,799
	<b>94,318</b>	73,782
Deferred HRSDC capital contributions (note 6)	<b>16,162</b>	29,452
	<b>110,480</b>	103,234
Net assets	<b>12,112</b>	3,669
	<b>\$122,592</b>	\$ 106,903

## Financial Statements

### Statement of Revenue and Expense

Year ended March 31	2011	2010
Revenue		
HRSDC contribution	\$ 1,371,941	\$ 1,050,412
Other contributions	6,829	1,525
Interest	287	236
Amortization of deferred capital contributions (note 6)	14,709	16,263
	<b>1,393,766</b>	1,068,436
Expense		
Accounting and data support	20,626	30,559
Amortization	14,709	16,263
Bank charges	1,339	1,267
Communication	78,360	55,139
Facilitation	-	4,235
HST expense	22,727	14,650
Hospitality	8,366	9,156
Meeting room rental	425	8,965
Office	21,140	25,865
Occupancy	33,017	30,624
Printing	4,023	10,671
Project consultants	314,330	246,937
Project coordinator	21,465	71,784
Professional fees	6,800	5,855
Salaries and wages*	715,562	419,754
Translation	27,785	20,479
Travel	90,427	88,450
Training and development	4,222	6,513
	<b>1,385,323</b>	1,067,166
Excess of revenue over expense	<b>8,443</b>	1,270
Net assets, beginning of year	<b>3,669</b>	2,399
Net assets, end of year	\$ <b>12,112</b>	\$ 3,669

\*Includes wage subsidies provided to employers through the Career Focus Program: \$7,174.53 in FY2010 and \$199,493.70 in FY2011.

## Financial Statements

### Statement of Cash Flows

Year ended March 31	2011	2010
Cash provided (used) for:		
Operating activities:		
Excess of revenue over expenses	\$ 8,443	\$ 1,270
Items not involving cash		
Amortization of capital assets	14,709	16,263
Amortization of deferred grants	(14,709)	(16,263)
	<b>8,443</b>	1,270
Working capital		
Accounts receivable	(4,851)	(789)
HST receivable	(22,224)	11,327
Prepaid expenses	(380)	(5,113)
Due from HRSDC	26,678	(39,419)
Accounts payable and accrued liabilities	(25,500)	(94,412)
Due to HRSDC	(13,133)	(18,920)
Deferred HRSDC operating contributions	59,169	293
	<b>19,759</b>	(147,033)
Cash provided (used) for operations	<b>28,202</b>	(145,763)
Financing and investing activities:		
Deferred equipment and building grants	1,419	12,699
Additions to capital assets	(1,419)	(12,699)
	-	-
Increase (decrease) in cash	<b>28,202</b>	(145,763)
Cash, beginning of year	<b>16,255</b>	\$ 162,018
Cash, end of year	\$ <b>44,457</b>	\$ 16,255

## Board of Directors

Board members as of March 31, 2011, are listed below. Changes to the Board since that date can be seen at [www.supplychaincanada.org/en/board-of-directors](http://www.supplychaincanada.org/en/board-of-directors).

<b>Jim Bergeron</b>	Director	Calgary Interfaith Food Bank	Calgary, Alta.
<b>Don Borsk</b> ( <i>Past Chair</i> )	Chief Operating Officer	Metro Retail Supply Chain Solutions	Concord, Ont.
<b>Darren Christle</b> ( <i>Vice Chair</i> )	Executive Director, Motor Carrier Division	Manitoba Infrastructure and Transportation	Winnipeg, Man.
<b>Raymond Dufour</b>	Instructor	Collège Communautaire du Nouveau-Brunswick	Dieppe, N.B.
<b>Brent Ellis</b>	Director, Commercial Warehouses	Wills Transfer Limited	Brockville, Ont.
<b>John Gauvreau</b>	Vice President	Canadian Public Procurement Council	Quebec City, Que.
<b>Dwayne Hihn</b> ( <i>Chair</i> )	President	Manitoulin Global Forwarding	Mississauga, Ont.
<b>Frances Humphreys</b>	Manager, Career Services, School of Business & Economics Graduate Programs	Wilfrid Laurier University	Waterloo, Ont.
<b>Flavia Iuston-Blair</b> <sup>1</sup>	Human Resources Director, Canada	Panalpina Inc.	Mississauga, Ont.
<b>Susan Krausz</b> <sup>2</sup>	Associate Dean, Applied Technology	Humber College Institute of Technology & Advanced Learning	Toronto, Ont.
<b>Steven Levson</b>	Professional Development Committee Lead	Healthcare Supply Chain Network	London, Ont.
<b>Maria Lindenberg</b> ( <i>Vice Chair</i> )	General Manager, Procurement & Contracting	Project Resources Company, Chevron U.S.A. Inc.	Houston, Texas
<b>Jean Loitz</b> <sup>3</sup>	President	INMOTION management inc.	St. Albert, Alta.
<b>Linda Lucas</b>	President	ELLE and Associates Inc.	Calgary, Alta.
<b>David McCormick</b> ( <i>Vice Chair</i> )	Managing Partner	Pivotal ACTION FORCE Industrial Staffing Solutions	Mississauga, Ont.
<b>Richard Moore</b>	President and CEO	Halifax Employers Association	Halifax, N.S.
<b>Hervé Pilon</b> <sup>4</sup>	Directeur général	Cégep André Laurendeau	Montreal, Que.
<b>Tracey Raimondo</b> <sup>5</sup>	Vice President, Logistics	Normandin Transit Inc.	Napierville, Que.
<b>Lesley Smith</b>	Vice President, Logistics	Wal-Mart Canada Corp.	Mississauga, Ont.
<b>Pam Somers</b> <sup>6</sup>	Representative of Canadian District	APICS The Association for Operations Management	Waterdown, Ont.
<i>Observers:</i>			
<b>Ed Arial</b>	Senior Analyst, Sector Partnership Division	Human Resources and Skills Development Canada	Gatineau, Que.
<b>Philippe Richer</b>	Associate Director, Service Industries and Consumer Product Branch	Industry Canada	Ottawa, Ont.
<i>Ex officio Member:</i>			
<b>Kevin Maynard</b>	Executive Director	Canadian Supply Chain Sector Council	Mississauga, Ont.

### Pillar Association Representatives on the Board:

1. representative of Canadian International Freight Forwarders Association
2. representative of Supply Chain & Logistics Association Canada
3. representation of Purchasing Management Association of Canada
4. representative of Association of Canadian Community Colleges
5. representative of CITT
6. representative of APICS The Association for Operations Management

## Location and Contact Information

1100 Central Parkway West, Suite 17-1, Mississauga, Ontario L5C 4E5  
Telephone: 905-897-6700, 1-866-616-3468 (Canada only)  
Fax: 905-897-1100  
www.supplychaincanada.org

### Staff

Executive Director	<b>Kevin A. Maynard</b>	kmaynard@supplychaincanada.org Phone extension: 224
Program Manager	<b>Beverly Myers</b>	bmyers@supplychaincanada.org Phone extension: 226
Marketing and Communications Manager	<b>Kim Biggar</b>	kbiggar@supplychaincanada.org Phone extension: 222
Administration Coordinator	<b>Flora Salema</b>	fsalema@supplychaincanada.org Phone extension: 223
Administrative Assistant	<b>Margie Stefanich</b>	mstefanich@supplychaincanada.org Phone extension: 100

### Project Staff

Outreach and Marketing Coordinator (Outreach Project)	<b>Lorraine Chambers</b>	lchambers@supplychaincanada.org Phone extension: 302
Project Manager, Career Focus Program	<b>Sheryl Keenan</b>	skeenan@supplychaincanada.org Phone extension: 301
Project Manager, HR Study Update Project	<b>Beverly Myers</b>	bmyers@supplychaincanada.org Phone extension: 226
National Accreditation Program Coordinator	<b>Robert Rivard</b>	rrivard@supplychaincanada.org Phone extension: 303

## Sector Council Program

The CSCSC is one of 40 sector councils and sector-like organizations funded by the Government of Canada's Sector Council Program. Sector councils are permanent organizations that bring together representatives with different perspectives from key stakeholder groups in an industrial sector. Sector councils deal with human resources issues and share a commitment to identify and act on the skills needs that are most important to a given sector. By acting as a bridge between firms, and permitting collaboration and collective action on skills issues, sector councils promote economies of scale in addressing human resources challenges, which benefits all industry partners. The Government of Canada supports these initiatives as a facilitator, helping these groups come together and take ownership of their human resources issues. This sectoral approach is also an important platform for industry to engage the learning system on a national level, ensuring that the skills being developed are responsive and relevant to the needs of employers. More information about the Sector Council Program can be found at [www.hrsdc.gc.ca/eng/workplaceskills/sector\\_councils/index.shtml](http://www.hrsdc.gc.ca/eng/workplaceskills/sector_councils/index.shtml).

## The Alliance of Sector Councils

The CSCSC is a member of The Alliance of Sector Councils (TASC), the coordinating body for Canada's sector councils. Information about TASC is available at [www.councils.org](http://www.councils.org).

