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## **Objective**

In 2002, the Van Horne Institute hosted the first Reality Check symposium discussing challenges in the transportation and logistics sector in Calgary. As the Transportation sector moves forward, we felt it necessary to hold a second symposium to further discuss transportation issues and move forward with solutions facing the city. Our goal for the 2004 symposium was to bring together major stakeholders to provide a forum in which issues relating to surface transportation, human resources, property development, and international logistics would be discussed not only by the experts, but the audience alike. The following pages describe topics of discussion from our panel guests and audience dialogue.

## **Acknowledgement**

We would like to say a special thank you to Calgary Economic Development for sponsoring this symposium. Their support is greatly appreciated.

## Overview

Alderman John Schmal opened Reality Check 2004 with a discussion that focused on general challenges facing Calgary and how they relate to our transportation industry. He indicated that, with transportation being a critical piece of Calgary's economy, we must look forward with a vision of how to develop the transportation and logistics industry in the region.

Bruce Graham, Peter Wallis and Dr. Clarence Woudsma followed with an overview of Calgary's existing transportation opportunities and challenges. It was noted that Calgary has the youngest population in Canada with the highest employment to population ratio. Our city boasts a rapid growth in small business as well as the largest concentration of head offices in Canada. We also support a large air-traffic system with direct travel to a large number of major cities worldwide. Within a 24-hour drive, Calgary industry can access over 50 million consumers in Western Canada and the Pacific Northwest.

As our city's transportation industry grows, our educational institutions are challenged to develop course structures to deliver transportation professionals into the multiple jobs that are available. There is currently a four-year international supply chain program presented by Mount Royal College. The van Horne Institute has worked with the University of Calgary and SAIT in the development of a four-year transportation degree program which would see the student enter SAIT for a two-year exposure to supply chain management and logistics. The resulting diploma could be laddered into an additional two years at the University of Calgary, leading to a degree in transportation studies. It was stated that employment in Calgary's transportation and logistics sector is expected to increase by 9% by the end of 2004, and seeing that the Transportation and Logistics sector has more than doubled its employees since 1992, we need to look forward to address our growth. Some of the challenges that were discussed, which face Calgary's transportation sector include the industrial sector's inadequate infrastructure, the high congestion on roadways, and the imbalance between infrastructure and funding availability. The speakers also outlined some of the solutions for these such as partnerships between education and industry, business and government, and planning for unserved land through a better understanding of industry land needs.

## Local Surface Transportation

Local Surface Transportation challenges, chaired by Fred Robinson were discussed by Don Chapman and Mark Seland. It was expressed that roadways such as the Glenmore Trail and Elbow drive intersection, the 16<sup>th</sup> avenue north bottleneck, and the area west of Lake Louise, hinder the trucking industry's efficiency. One of the major challenges this industry faces is maintaining service and productivity, which these roadways hinder. The time it takes to get to a customer's door is increasing, as is the time frame for pickup and delivery. This in turn, impacts the amount of time the drivers are behind the wheel, greatly affecting their individual productivity as employees. It was asked whether or not trucks would use the proposed ring road around Calgary. It was indicated that it would be utilized, but infrastructure such as traffic signals would slow traffic flow. A query arose whether or not trucks could avoid periods of heavy congestion. In response, it was stated that depending on the customer and supply chain timing, it is not always feasible to avoid rush hour traffic.

Urban development today is complicating for constraining rail operations. Being federally regulated has caused conflicts for challenges and the rail industry, which is consequently finding it difficult to respond to local needs. Since rail is not effectively integrated into urban plans, it runs through less desirable areas in the city such as the busy city cores and residential areas. The rail industry requires a great deal of land to accommodate rail yards with longer train lengths and other such efficiency innovations.

Both of these surface modes face increasing challenges. It was encouraged that current problem areas be recognized by planning efforts in order to generate effective and productive solutions.

### Human Resources Solutions – Challenges in a Competitive Market

Panellists Debbie Boolinoff, Linda Lucas, and Suzanne Winger, chaired by David Crowe, spoke of the challenges and educational solutions for Human Resources departments in the Transportation sector. There are many career paths available from the support level, through operations, professional opportunities, and Management. The challenges these HR departments face start with recruitment. There are a large number of entry-level positions available, but with the limited knowledge of the industry, potential workers fail to materialize. Often, entry-level positions pose the most challenges in an organization, as they are the ones with typically high turnover and which require the most time from management, recruiting and training. It was suggested that to overcome these challenges, initiatives be put in place by organizations to increase interest levels from the workforce through educational and industry partnerships, participation in career fairs, recruitment campaigns, briefing sessions and open houses. To increase employee retention in this area, it was noted that programs are in place to challenge and encourage current staff through training and employee recognition in addition to spending more time with new-hires, promoting the organization as a career opportunity rather than a job are methods needed to increase employee retention.

There were many educational solutions discussed throughout this panel session. The participation of industry is necessary to educate students and teachers on the opportunities within the transportation sector, as well as to identify skill sets required to make the leap in to the industry. Internship programs also provide students with an opportunity to discover prospects in the industry, while at the same time benefiting industry with the ability to determine the interest and skills of potential employees.

Discussion focused on the trucking industry and what industry was doing to attract truck drivers. In response, it was indicated that there was a need to build awareness in the industry in the secondary school level, and through student summer internship programs, and supplementary career pathway programs.

### Planning for Growth

Chair Michael Brown, with panellists Sandy Menzies and Lesley Smith, discussed the future growth of the Calgary region's industry sector. Sandy Menzies instructed that a key factor in looking to the future with growth in mind is to forecast future industrial land demand. The goal in Calgary is to promote industrial parks outside of the downtown core to attract major occupants and be able to direct economic development through distribution and type of employment. The

industrial land strategy not only supports this economic development, but also supports long range planning objectives on a financially viable case.

Lesley Smith discussed her experience bringing Supply Chain Management (Wal-Mart's Western Canadian distribution facility) to Calgary. Originally slated for Medicine Hat, the distribution centre was situated in the Foothills Industrial park where it took over the former Food City premises. It soon became evident that expansion was necessary to facilitate growth. The parcel of land that was finally deemed the future home of SCM was in the North East near the airport. After many erroneous delays due to numerous objections and to City Planning micromanagement, the plans for the new distribution facility were approved and construction began. From her experience, Lesley Smith expressed a need for greater coordination with city planning and other stakeholders to act as a partnership in the development of new distribution facilities.

Michael Brown closed his panel session by talking about our need to ensure that companies can feel confident in moving their facilities to our city and be confident that they will be able to grow with the city.

### International Logistics

The topic of International logistics was addressed by Chair Alan Gibson, and panellists Randy McCord, Anthony Milonas, and Paul Waddell. Since 9-11, border issues and trade and security have changed dramatically. As a shipper, Anthony Milonas noted, it is difficult to tell customers why their product may or may not be held up at border crossings. It was indicated that the industry itself is working with many different programs to try to minimize these, and other potential delays. Three new industry initiatives were discussed in detail by the panel. P.I.P (Partners in Protection) is a Canadian initiative that provides highway carriers with security programs in areas such as physical security, asset controls, procedural security, personnel security, and manifest procedures and data/document protection. Another program being used is F.A.S.T (Free and Secure Trade Program), a joint initiative between Canada and the United States. This program encourages pre-approving eligible goods before they reach the border, in turn, moving verification of trade compliance away from the border, thus providing a greater speed and certainty in moving shipments for registered companies by registered drivers. The program reduces the borders' requirement for information, provides a dedicated lane for F.A.S.T shipments and also reduces the rate of border examinations. F.A.S.T. joins the Canadian initiative of P.I.P with the U.S. initiative of C-TPAT (Customs Trade Partnership Against Terrorism). This initiative, a security program put in place to facilitate security and reduce theft, provides controls for shipping and receiving, information security and internal controls.

The greatest cause of delay in crossing borders with shipments is documentation. There are many pieces of documentation required when moving goods across borders, such as commercial invoices, various customs forms, packing lists, and other USA specific documentation. The largest problem lies in lack of information. It was noted that the real dollar value of products is required in addition to detailed descriptions of goods and correct information. Packing lists for shipments are not required at all border crossings, but it was encouraged as a wise choice to bring in order for the customs officer to find the exact pallet in which specific items are located.

### Symposium Conclusion

The Reality Check 2004 symposium provided our panel guests and conference delegates an opportunity to discuss common challenges across the transportation industry in Calgary and region. Also, it provided a chance to network with other members of the community to more closely discuss initiatives moving forward. The Van Horne Institute continues to strive to bring together various stakeholders in Calgary's transportation sector, and others, to further promote the importance of overcoming challenges. Reality Check 2004 provided stakeholders with such an opportunity. We look forward to a Reality Check symposium to be held every two years in which stakeholders can revisit and discuss issues of the day and examine progress made.

## Conference Program

April 30, 2004

Morning

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8:00am—8:30am	Registration & Continental Breakfast	
8:30am—8:40am	Welcome: Opening Remarks	<i>Alderman <b>John Schmal</b>, C.A.M.</i>
8:40am—9:15am	<u>Session 1</u> Overview: Reality Check 2002: The retrospective	<i><b>Peter Wallis</b>, President &amp; CEO The Van Horne Institute. <b>Clarence Woudsma</b>, Academic Director, Centre For Transportation, The Van Horne Institute.</i>
	Calgary Today:	<i><b>Bruce Graham</b>, President &amp; CEO, Calgary Economic Development.</i>
9:20am—9:30am	Refreshment Break	
9:30am—10:45am	<u>Session 2</u> Local Surface Transportation	<i><u>Chair:</u> <b>Fred Robinson</b>, President, Transportation &amp; Logistics Consulting <u>Panelists:</u> <b>Don Chapman</b>, Manager Safety &amp; Compliance, Canadian Freightways, <b>Mark Seland</b>, Senior Manager Community &amp; Municipal Affairs, CP Rail.</i>
10:45am—11:00am	Refreshment Break	
11:00am—11:50am	<u>Session 3</u> Human Resources Solutions: Challenges in a Competitive Market	<i><u>Chair:</u> <b>David Crowe</b>, President, Lanark Business Consultants. <u>Panelists:</u> <b>Linda Lucas</b>, Director Strategic Development, Alberta Online Consortium. <b>Suzanne Winger</b>, CHRP, Human Resources Manager, Supply Chain Management Inc. <b>Debbie Boolinoff</b>, Human Resources Manager, Southern Alberta, Purolator Courier Ltd.</i>

April 30, 2004

Afternoon

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12:00pm—1:30pm	Keynote Luncheon Speaker	<b><i>Eric de Maat</i></b> <i>President and CEO , D.H.L. International Express Ltd.</i>
1:30pm—2:30pm	<u>Session 4</u> Planning for Growth	<u>Chair:</u> <b><i>Michael R. Brown</i></b> , <i>Vice President, Business Development and Expansion, Calgary Economic Development.</i> <u>Panelists:</u> <b><i>Sandy Menzies</i></b> , <i>Manager of Strategic Initiatives, The City Of Calgary.</i> <b><i>Lesley Smith</i></b> , <i>General Manager, Supply Chain Management.</i>
2:30pm—2:45pm	Refreshment Break	
2:45pm—4:00pm	<u>Session 5</u> International Logistics	<u>Chair:</u> <b><i>Alan Gibson</i></b> , <i>General Manager, Southern Alberta and Prairies, Purolator Courier Ltd.</i> <u>Panelists:</u> <b><i>Anthony Milonas</i></b> , <i>Vice President, National Accounts and Marketing, D.H.L. International Express Ltd.</i> <b><i>Paul Waddell</i></b> , <i>Business Development, The Cole Freight Group,</i> <b><i>Randy McCord</i></b> , <i>Business Development, Schenker.</i>

## Speaker Biographies

### Debbie Boolinoff

Debbie began her Human Resources career with the Calgary Board of Education in 1996. She joined Purolator Courier Ltd. as Sr. HR Consultant in the fall of 2001. In May of 2003, she was promoted to Human Resources Manager, Southern Alberta. Along with her outstanding HR team, Debbie is accountable for all HR functions in Red Deer, Lethbridge, Medicine Hat and Calgary with an emphasis in recruitment and selection and labour relations. Debbie obtained her Human Resources Management Certificate from the U of C in June of 2000. She is a member of the Human Resources Association of Calgary and the Human Resources Institute of Alberta and holds her Certified Human Resources Professional (CHRP) designation.

### Michael Brown

Michael R. Brown has been with Calgary Economic Development since 1999. Michael currently leads the Business Development team in the newly created position of Vice President, Business Development and Retention. This team is responsible for Business Outreach in the Calgary Region by focusing on Development and Approvals, Commercial Real Estate, Labour Force Development and the Calgary Business Information Centre. Michael is also responsible for Sector Development in Transportation and Logistics, Manufacturing, Film and Television and the Creative Industries.

Most recently, as Director of Industry Development, Michael led the C-Prosperity initiative, which identified and accelerated the key drivers in our economy.

Michael currently sits as Chairman of the Calgary Business Information Centre Board of Directors and also sits on the Boards of the Economic Developers of Alberta, the Alberta Film Commission Advisory Council, the Calgary Logistics Council, as well as the Industrial Bylaw Review Committee.

Michael holds a Bachelor of Arts Degree in Political Science from the University of Calgary.

### Don Chapman

Don has 31 years of service with Canadian Freightways. During my career with CF job responsibilities that included Office Manager at the Edmonton branch – transferred to Calgary as Internal Auditor, then into other departments including; Operations & Planning, General Manager of a start up courier division, Director of Operations – Western Canada for LTL division, and have spent the last 8 years in the area of special projects and safety. I also have environmental and security responsibilities for CF Canada. I have been in my current position as Manager, Safety & Compliance for CF Canada for the past year.

## David W. Crowe

David was born raised and educated in Scotland and immigrated to Canada in 1956. David worked for a few years in the exploration department of a major Canadian Oil Company after which he spent several years in the banking industry with one of Canada's chartered banks and also a federal crown corporation assisting companies with financing and management training. In 1983 David joined the City of Calgary, Business Development Department, which later that year became the Calgary Economic Development Authority. During his tenure with C.E.D.A he had the opportunity to participate in several offshore trade missions with both the federal and provincial governments. He was instrumental in structuring Strategic Economic Alliances with three regions in other countries two of which were in developing countries. His international business experience provided him with the opportunity to understand different business and social cultures while providing the opportunity to mentor others new to the western business culture.

In 2001 the Calgary Economic Development Authority was dissolved and David was provided the opportunity to relocate within the City's Corporate Properties Business Unit, providing business facilitation expertise to local companies as well as those considering Calgary as new location.

David retired from active duty with the City of Calgary in December 2003 after several years of a rewarding career and established his own small consulting and mentoring company. He has developed a strong working relationship with specific areas of the Calgary business community including the logistics sector.

## Eric de Maat

During his 20 year career, Eric de Maat has been a leader in entrepreneurial and international business with experience in logistics, engineering, operations and general management in the food service/food wholesale, retail/supply chain management, transportation, distribution and consulting sectors.

Holding a leadership position in more than five companies, he has specific expertise in rebuilding organizations, surpassing service performance/financial targets and delivering shareholder value. Mr. de Maat has a proven track record for building strong relationships with internal and external stakeholders at all levels.

Prior to joining DHL as President, DHL Canada, he spent two years at Martin-Brower of Canada and four years at TNT Post Group (TPG) in The Netherlands. He holds a Bachelor of Applied Science in Industrial Engineering and a MBA from The University of Toronto, is a licensed Professional Engineer (P.Eng) and holds a Certified Management Consulting (CMC) designation.

Mr. de Maat currently resides in Mississauga, Ontario with his wife and children.

### Alan Gibson

Alan Gibson is the General Manager of Field Sales and Operations for Southern Alberta and Prairies with Purolator Courier Ltd. He has been in the transportation and logistics business for over twenty years, starting as a driver and working up to management firms with UPS and then moving to Purolator. Throughout the years he has worked in many departments including Industrial Engineering and Operations. He now has responsibility for both revenue and expense for the Prairies division at Purolator, which includes Southern Alberta, Saskatchewan, Manitoba and Northwestern Ontario.

Alan is also a member of the Advisory Board for the Bachelors degree course on International Business and Supply Chain Management at Mount Royal College and represents Purolator Courier Ltd. as a member of the Van Horne Institute.

### Bruce Graham

Bruce Graham brings 18 years of diverse economic development expertise. Most recently as Director of Business Development & Retention with Toronto Economic Development, Mr. Graham led a staff of 23 which was responsible for business attraction and expansion, assisting with more than 200 companies such as Telus Mobility, Transamerica Life and Ipsco Steel Corp.

Mr. Graham holds a Bachelor of Environmental Studies in Geography from the University of Waterloo, a Business diploma from Wilfrid Laurier University, and an Industrial and Commercial Real Estate diploma. Mr. Graham has held economic development positions at the Cities of Scarborough and Kitchener and at the Niagara Region Development Corporation. He is also past President of the Economic Developers Council of Ontario.

### Linda Lucas M.ED.

After a leadership career within the Calgary Board of Education, Linda moved to the corporate sector and the Document Company Xerox in 1999. Here she served as the Education Specialist for Western Canada, a role that later became national in scope. In June of 2000 through her work at Xerox, Linda gathered an Alberta wide, multidisciplinary team representing education, government and industry partners. This group's efforts created a project and model, which would exemplify the power of partnerships, would create efficiencies across broad sectors and which would be an answer to Canada's need for a skilled workforce. Now, nearly four years later, the Joint Learning Initiative in Logistics continues to grow in partner strength and participation. and is recognized as a model for the development of Career Pathways in Logistics. As a finalist in the 2003 Stockholm Challenge, the JLI was chosen from over 900 projects from 107 countries. The goal of the Stockholm Challenge is to recognize innovation in the reduction of the digital divide across communities and among nations.

In 2000, Linda received the Mayor's Award of Excellence from the Calgary Educational Partnership Foundation for her commitment to the building of partnerships between education and the business world. Linda holds Bachelors and Masters Degrees of Education, a Management Certificate in Personnel Administration and has held many community and professional committee positions, including serving as the Vice Chair of the Excellence in Teaching Foundation and as a Board member of the ABC Charter Public School.

## Randy D. McCord

Bachelor of Arts Degree – University of Calgary  
*CITT Professional Designation – Canadian Institute of Traffic & Transportation*  
*P.Log Professional Designation-The Logistics Institute*  
*1<sup>st</sup> Year CSCB Qualified Customs Broker Course*

Randy McCord has been in the transportation industry for 18 years. He began as an operations manager for a local messenger company in Calgary becoming the Sales Manager in his second year. He moved to the International Courier industry in 1987 opening an office for TNT Worldwide in Edmonton in 1988. In 1990, he took a position with Schenker International where he now handles Business Development for Alberta.

Randy has been a guest speaker at various functions and seminars including:

- FITT Skills courses
- PMAC Alberta General Meeting
- Alberta Economic Development & Trade Export Seminars
- Western Economic Development Seminars.
- CEEIA Export Seminars

In addition, Randy has spoken at many private company functions and seminars on topics such as INCO Terms, International Freight Modes, and Supply Chain Management & Project Logistics. Currently, Randy teaches the Logistics Module for the FITT Skills Course (Forum on International Trade Training) at Mount Royal College.

## A.D. (Sandy) Menzies

Sandy Menzies has worked in the housing and development industry in Alberta for over 20 years. After moving from Winnipeg in 1981, Sandy was employed with Alberta Mortgage and Housing Corporation for 12 years in several positions up to and including District Manager. After leaving the province, Sandy worked in the brokerage and property management fields until 1996 when he started with the City.

Sandy has held several positions in the City including leasing, industrial sales and industrial development. His current position is that of Manager, Strategic Initiatives. This department is responsible for a number of City initiatives including industrial land development, business parks, residential redevelopment, affordable housing initiatives and development engineering.

## Anthony Milonas

Anthony Milonas is the Vice President of National Account Sales & Marketing for DHL Canada. His role involves the overseeing all elements of Managing and developing DHL's strategic customer relationships, as well as all elements of marketing including PR, Product Development, Advertising, Brand Development, Service Distribution, Pricing and E-commerce. Anthony has over 12 years transportation and logistics experience and joined DHL as Vice President of Sales and has been with DHL for about 1.5 years. Prior to joining DHL he held senior positions at Greyhound Canada Transportation Corporation and several regional roles at Purolator Courier Ltd.

Anthony holds a Bachelor of Business Administration from Bishop's University, an MBA from Eastern Michigan University, as well as his P.Log designation.

Fred Robinson P.Eng., P.Log.

Fred Robinson is a private management consultant, with extensive experience in the areas of transportation and distribution, specializing in supply chain management. His engagements have addressed business issues throughout the supply chain, from those aspects directly affecting the consumer (retail), to strengthening relationships with suppliers. He recently completed an engagement in Sudan, delivering a 5-day module in supply chain management to the employees of the Greater Nile Petroleum Operating Company in Khartoum.

Prior to his consulting activity, Fred served in an executive capacity for 25 years with one of Canada's national railways and completed a 2-year privatization of a railway in Argentina.

Mr. Robinson is Chair of the Calgary Chapter of Supply Chain & Logistics Canada, has earned his professional designation with the Canadian Professional Logistics Institute (P.Log.), and delivers 3-day courses in Supply Chain Strategies for the Institute. Additionally, Mr. Robinson serves as Chair of the newly incorporated Calgary Logistics Council. Mr. Robinson currently serves on Mount Royal College's Advisory Committee in Calgary for the development of the College's "International Business & Supply chain Management Program" and serves in a similar capacity on the Grant McEwen College Advisory Committee in Edmonton.

Alderman John Schmal, C.A.M.

John Schmal was first elected as Alderman for Ward 3 in 1986. He was acclaimed in two subsequent elections and re-elected to the current term in 2001. Ward 3 is one of the largest and most diverse wards that include the Calgary International Airport and many new subdivisions. He attended the University of Calgary and graduated in Business Administration/Management. Prior to becoming a full-time Alderman, he was employed in the oil and gas industry.

As the immediate past president of the Federation of Canadian Municipalities, John is also an active member of City Council who currently serves on many civic boards and committees:

- City Standing Policy Committees
  - Land Use, Planning and Transportation (Vice Chairman)
  - Finance and Corporate Services
- Calgary Convention Centre Authority
- Calgary Police Commission
- Intergovernmental Affairs Committee
- Nose Creek Water Quality Partnership (Chair) –Calgary/MD Rocky View/Airdrie
- Federation of Canadian Municipalities
  - Executive Member (Immediate past president)
  - Standing Committee on Community Safety & Crime Prevention
  - Standing Committee on Finance and Human Resources (Chair)
  - Standing Committee on Environmental Issues
  - Standing Committee on Social Infrastructure
  - Prairies, Yukon, NWT & Nunavut Regional Committee
  - CORCAN Advisory Board (Offenders work programs)

John also served on the former Calgary General Hospital Board for six years, the last two years as Vice Chairman. Recognizing his many years of dedicated municipal leadership, John was presented with the "Award of Excellence" by the Alberta Urban Municipalities Association (AUMA) in 2001. In 2003, he was recognized for his long-term volunteer service with Correction Service Canada and the National Parole Board.

## Mark Seland

Mark Seland is the Senior Manager of Public & Municipal Affairs at Canadian Pacific Railway. Based in Calgary, he is responsible for external liaison with municipal government, community groups, news media, and management of the public affairs end of the company's emergency response plan.

Mark has worked in the transportation sector for seven years. His background includes public affairs and political management for the federal and various provincial governments.

## Arthur R. Smith CM, AOE, DFC (Hon. LLD Calgary)

Prominent Calgarian, Arthur R. Smith, was elected the Chairman of The Van Horne Institute's Board of Directors, effective June 7, 2001.

Mr. Smith has served as a city alderman, a member of provincial legislature, three times to the House of Commons and has held numerous senior positions during his career within advertising, aviation and development industries.

Mr. Smith is currently Chairman of the U of C's Calgary Centre for Innovative Technology.

Arthur Smith served during the Second World War as bomber command pilot with the RAF and was awarded the Distinguished Flying Cross. He has also received the Order of Canada and the Alberta Order of Excellence.

## Lesley Smith

Lesley Smith is the General Manager of SCM Supply Chain Management, a million square foot state of the art distribution centre in Calgary. Lesley is seen as a dynamic and inspiring leader who is dedicated in developing and strengthening the partnership with the client, Wal-Mart Canada and her fellow team members. Her strong enthusiasm, respect and admiration for the business over the past 25 years has motivated and raised the bar for the industry.

Lesley has committed many years of her life to warehouse / logistics operations and management, servicing the retail sector. She received her Certification in Management from the University of Calgary.

She is an incredible role model in her field of expertise and continually strives to enhance her understanding of global competitiveness and business excellence.

Through her experience, Lesley expressed the great need for city planning to act as a partner in the logistics and warehousing development process. A length of time taken by the Planning Department to approve a project that potentially cause an applicant to choose another location over Calgary where such processes are faster, more efficient and less onerous.

### Paul J.W. Waddell

Native Calgarian married with 2 children. Been in the customs brokerage/international freight forwarding industry for the past 23 years.

Graduate of William Aberhart High School.

Graduate of Mount Royal College- Public Relations.

Past President of CIFFA (Canadian International Freight Forwarders Assoc)

Past National Director CIFFA

Taught CIFFA accreditation course for 7 years

Past President of MacEwan Community Assoc

Past Co-Chair- Parents Council Simons Valley Elementary school

Current Chairman of the Transportation And Logistics Committee Calgary Chamber of Commerce

Committee member of the International Business Committee Calgary Chamber of Commerce/ Chair of Customs sub-committee

### Peter C. Wallis

Peter Wallis is the President & CEO of The Van Home Institute for International Transportation and Regulatory Affairs. The Institute's goal is to be recognized within Canada and internationally as a North American leader in education and public policy research in the fields of transportation and regulated industries.

In 1980, Peter joined Pacific Western Airlines as Staff Vice President, Regulatory Affairs. Between 1981 and 1995 he held the positions of Staff Vice President, Legal and Government Affairs; Vice President, Law and Government Regulations and Assistant Secretary; Vice President, Public Affairs; and, Vice President, Government and Regulatory Affairs for Canadian Airlines International Ltd.

Prior to joining Canadian Airlines International Ltd., Peter Wallis held a number of positions in Ottawa including Senior Counsel, Air - Canadian Transport Commission; Executive Assistant to the Vice President, Canadian Transport Commission; Executive Assistant to the Minister of Transport - The Hon. Otto Lang; and Executive Assistant to the Minister of Transport - The Hon. Don Mazankowski.

Mr. Wallis is a member of the Law Society of Upper Canada, and serves on the Board of Directors of the Calgary Airport Authority and Alberta Ballet. He is a member of the Board of Directors of Pacific Lotteries, which is publicly traded on the Alberta Stock Exchange. He is Past President of the Calgary Chamber of Commerce and Vice Chairman of the Calgary Homeless Foundation. Mr. Wallis also serves on the International Business Advisory Group of the University of Calgary.

Mr. Wallis was born in Toronto, Ontario. He holds a Bachelor of Arts from the University of Toronto, a Bachelor of Laws from Osgoode Hall and a Master of Laws from the University of London (England).

### Suzanne J. Winger

Suzanne Winger is the HR Manager for SCM. In an HR career that stretches over 20 years, Suzanne's business activities have involved her in a wide assortment of industries and business sectors in Calgary.

Her background includes human resource activities in career transition, performance management and HR management and has worked with organizations in logistics, oil and gas, information technology, health and consulting.

She is a certified human resources professional and has volunteered her time on many steering committees, task forces and focus group activities.

In recognition of Suzanne's support, communication and volunteer efforts, SCM has received several awards for their achievements. The 2004 Mayor's Excellence Award, presented to partnerships that stand as benchmarks because of their positive impact on the education of our children and the Lighthouse Award for the support and partnership with the Calgary Board of Education.

### Dr. Clarence Woudsma

Dr. Clarence Woudsma is an Associate Professor in the Department of Geography, at the University of Calgary. He is Academic Director for the Centre for Transportation at the Van Horne Institute and is currently the President of the Canadian Transportation Research Forum. He is both a researcher and teacher in the areas of transportation and Geographic Information Systems. His current major areas of interest include urban freight transportation, urban transportation/land use relationships, and climate change policy. He has been on faculty since 1996 and enjoys the City of Calgary's active transportation sector. Previously, he held a Postdoctoral Fellowship at SUNY Buffalo, researching cross-border trucking. He holds a Ph.D. from McMaster University, where he conducted an in-depth study of Ontario's for hire trucking deregulation experience. Dr. Woudsma received his Master's Degree from Wilfrid Laurier University and completed undergraduate studies at Laurentian University.

## ABOUT THE VAN HORNE INSTITUTE

**THE VAN HORNE INSTITUTE FOR INTERNATIONAL TRANSPORTATION AND REGULATORY AFFAIRS** was established to assist industry, governments, and the public in addressing issues affecting **TRANSPORTATION** and **REGULATED INDUSTRIES** that are relevant to the well-being and growth of industry and commerce. Efficient and low-cost transportation services are essential to both industry and the public in our geographically large country, so the evolution of sound industrial strategy, public policy, and progressive legislation and regulations are increasing in importance as business moves further towards globalization. Industry needs to be innovative to compete. The Institute will contribute to this competitive challenge through its **EDUCATION** and **PUBLIC POLICY RESEARCH** activities.

The **Institute** was incorporated federally in 1991 as a not-for-profit organization, and was granted affiliation with the University of Calgary in 1992, The University of Alberta in 1998, and with the Southern Alberta Institute of Technology (SAIT) in January 2000. Its Board of Directors brings together the experience and knowledge of a broad group of individuals – representing shippers, carriers, government, and the academic community – that have an interest in transportation and related regulatory issues.

The **Institute** strives to access the best knowledge, expertise and information available, and plays a unique role as liaison between the business and academic community. The close relationship with the University of Calgary has resulted in the development of the **TRANSPORTATION THEME SCHOOL**. Building on this initiative, the University of Calgary and SAIT have collaborated to develop a four-year transportation degree program. This unique initiative (entitled 2 + 2) allows a student to access a program in Supply Chain Management and Logistics at SAIT for two years and choose to either join the workforce upon completion of the first two years or to “ladder” into an additional two years studies at the University of Calgary leading to a Major degree in transportation. To encourage students to enter this post-secondary collaborative program, the **Institute** is pleased to support the Joint Learning Initiative (JLI) designed to introduce course materials in supply chain and logistics to students at the secondary school level.

The **Institute** has also established a solid reputation for producing vital and objective research work, and providing recommendations on current policy issues through workshops and forums. The **Institute** pursues this longer-term objective of developing public policy research through the creation of three subordinate Centres for **TRANSPORTATION, REGULATORY AFFAIRS** and **INFORMATION AND COMMUNICATION**. The work program for each centre is determined by a Steering Committee comprised of representatives from industry and the academe. The resulting research continues to have relevance over the longer term.

The Steering Committee in each Centre is also tasked with creating education opportunities in their specific areas to assist in the development of a knowledgeable workforce throughout Canada.