

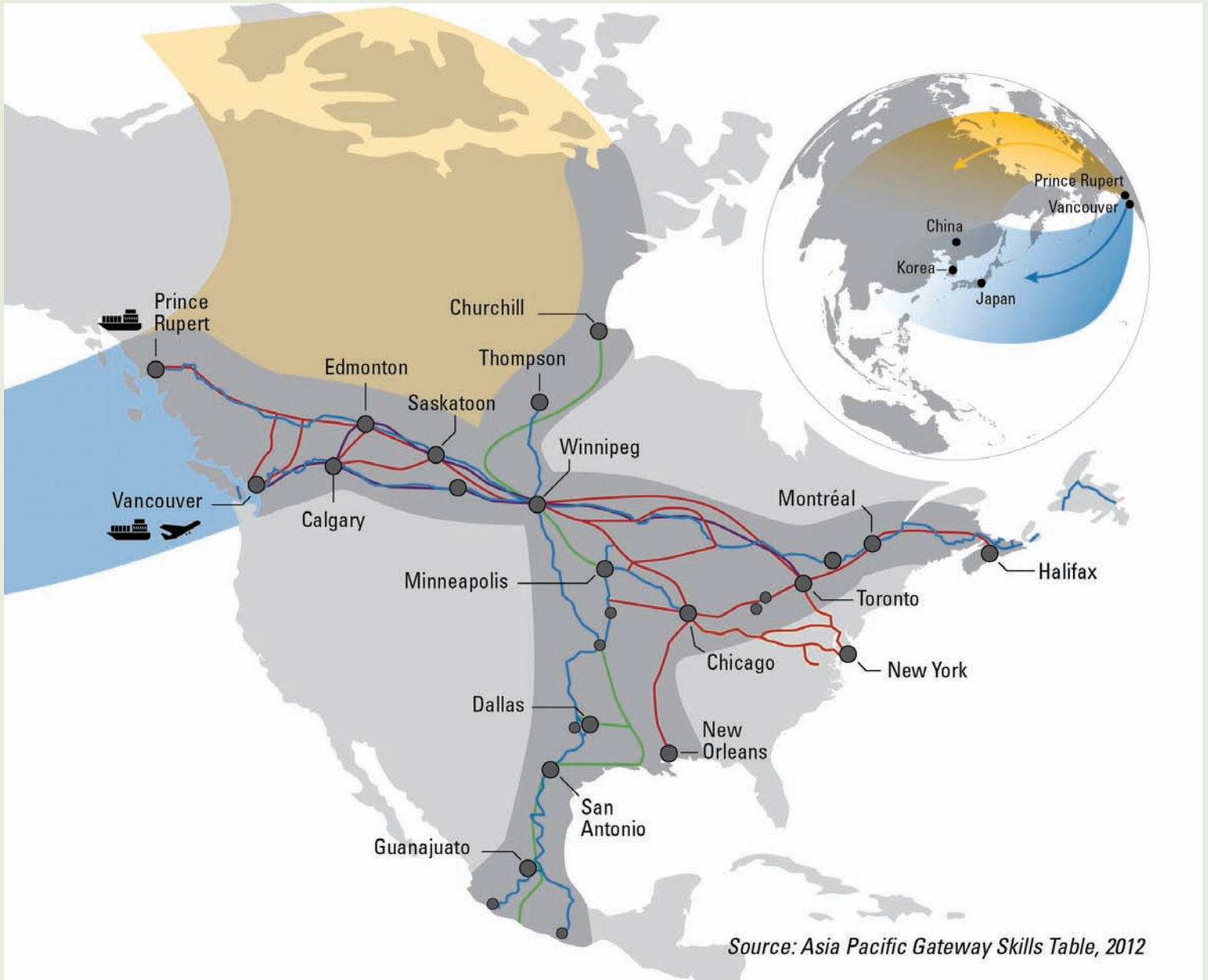
# The Accelerator Project

## A SUPPLY CHAIN HUMAN RESOURCES STRATEGY

*Furthering workforce productivity and innovation along the Asia Pacific Gateway and Corridor*



**A Calgary Logistics Council project in partnership with  
Canadian Supply Chain Sector Council and  
Asia Pacific Gateway Skills Table**



## Asia Pacific Gateway and Corridor

Canada's Asia Pacific Gateway and Corridor is a world-class transportation system created to strengthen Canada's position as a global trading nation and to more effectively link Asia and North America. This network's integrated, seamless supply chain is comprised of businesses and organizations that build, operate and maintain Canada's airports, seaports, railways and border crossings.

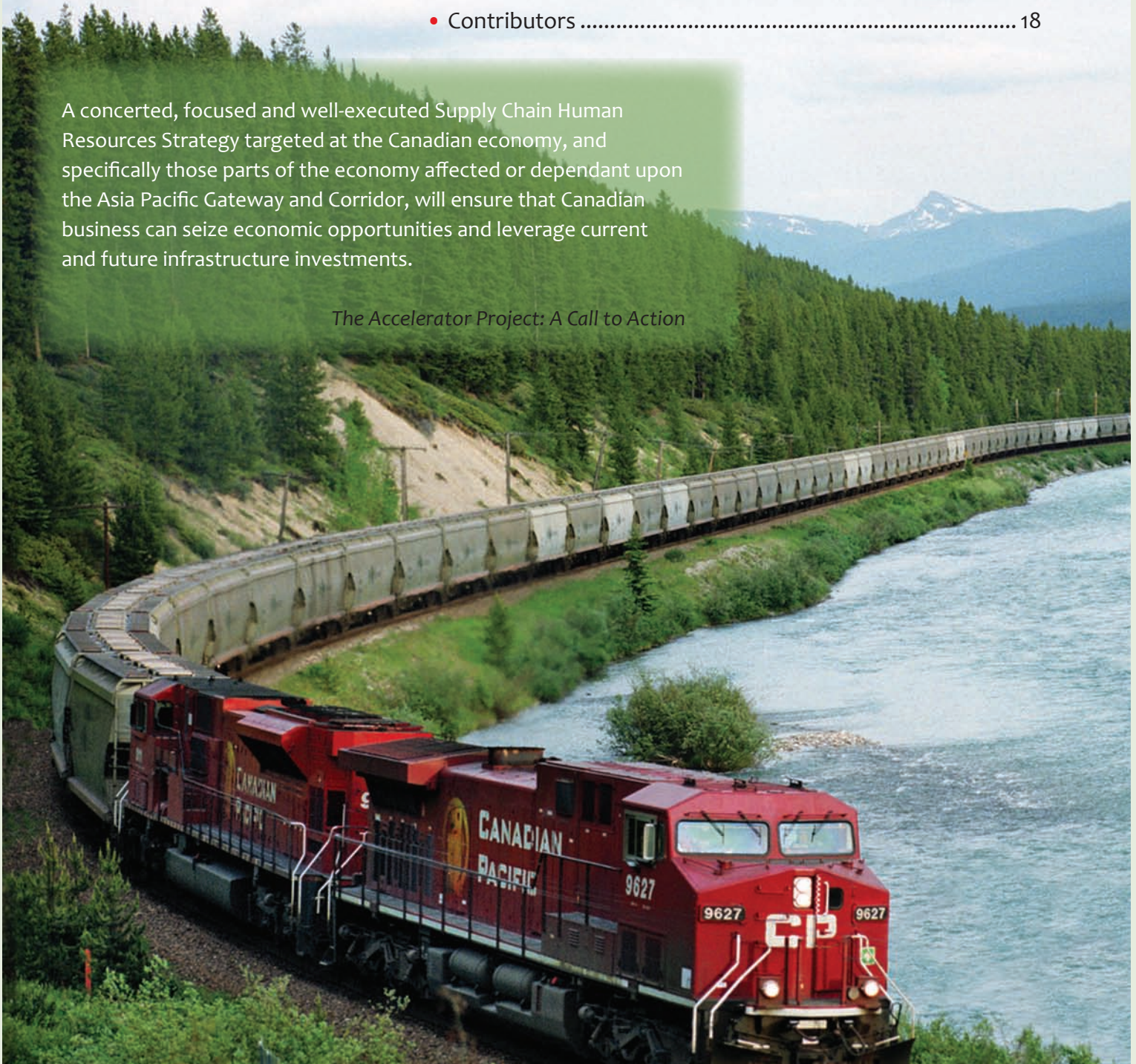
For the purposes of the Accelerator Project, the term "supply chain" includes all of the sub-functions, such as logistics, warehousing, distribution and transportation.

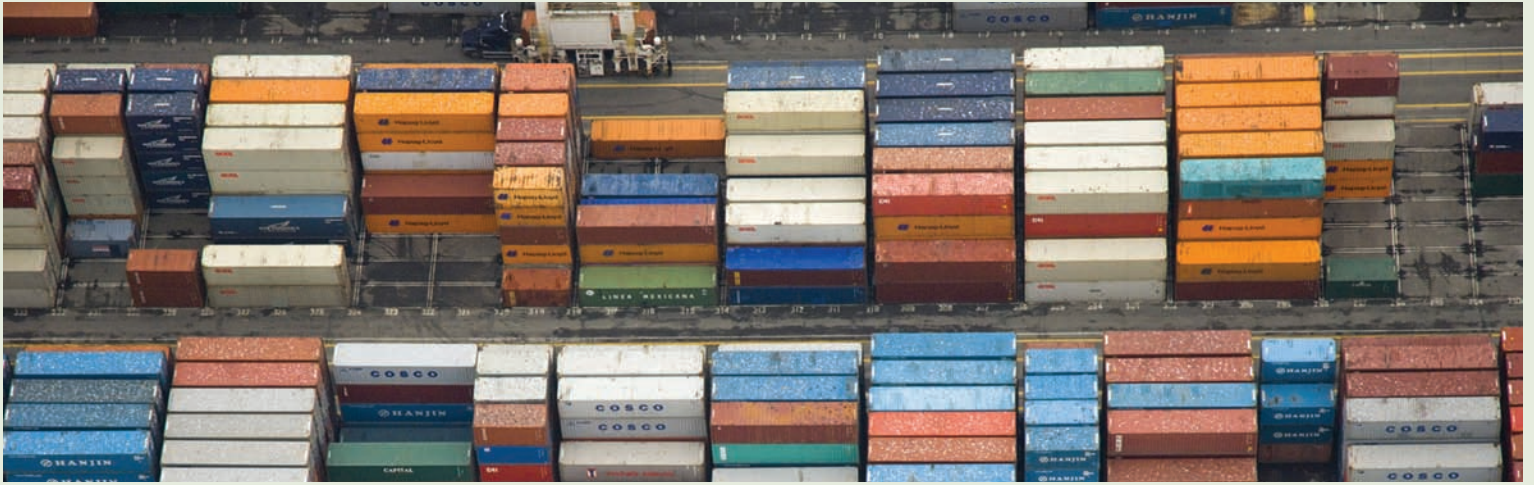
## Contents

- The Accelerator Project .....4
- Labour Market Information Research..... 6
- A Supply Chain Human Resources Strategy ..... 10
- Get Involved: A Call to Action ..... 17
- Contributors ..... 18

A concerted, focused and well-executed Supply Chain Human Resources Strategy targeted at the Canadian economy, and specifically those parts of the economy affected or dependant upon the Asia Pacific Gateway and Corridor, will ensure that Canadian business can seize economic opportunities and leverage current and future infrastructure investments.

*The Accelerator Project: A Call to Action*





## The Accelerator Project

### The Asia Pacific Gateway and Corridor

Canada's Asia Pacific Gateway and Corridor (APGC) is a world-class transportation system created to strengthen Canada's position as a global trading nation and to more effectively link Asia and North America.

### Partners

#### Calgary Logistics Council (CLC)

The Calgary Logistics Council (CLC) works to further Calgary and Region as a pre-eminent logistics and distribution hub with its world-class air, rail and road infrastructure. The CLC supports sustainable solutions to land use and transportation challenges, builds the sector's profile and articulates education and career pathways. <[www.calgarylogisticscouncil.org](http://www.calgarylogisticscouncil.org)>

#### Canadian Supply Chain Sector Council (CSCSC)

The Canadian Supply Chain Sector Council (CSCSC) works with employers, supply chain-related associations, governments and individuals working in the supply chain to identify and meet the sector's human resources challenges. <[www.supplychaincanada.org](http://www.supplychaincanada.org)>

#### Asia Pacific Gateway Skills Table (APGST)

The Asia Pacific Gateway Skills Table (APGST) is a non-profit, regional partnership between labour, business and education/training institutions. Its mission is to ensure the Asia Pacific Gateway has enough people with the right skills and training to meet its needs. <[www.apgst.ca](http://www.apgst.ca)>

### Funding

#### Alberta Human Services

The Calgary Logistics Council and Accelerator Project partners gratefully acknowledge the support and guidance received for this Project from the Government of Alberta and specifically, the Alberta Human Services Ministry.

The Accelerator Project has also greatly benefited from the in-kind contributions, resources, expertise and time of our partners and many contributors.

Together we're better.

## Introduction

The Accelerator Project is a 12-month project established to create professional connections, gather labour market information and identify 10 key occupations that support the supply chain of the Asia Pacific Gateway and Corridor, specifically in Alberta and British Columbia.

## Project Goals

- To build an integrated and aligned Human Resources Supply Chain Strategy for Alberta and British Columbia which provides a model for further workforce-productivity improvements along the northern and inland corridors of the Asia Pacific Gateway.
- To expand and solidify professional networks by sharing knowledge, tools, programs and services already developed by the Asia Pacific Gateway Skills Table, Calgary Logistics Council, Canadian Supply Chain Sector Council and other stakeholders.
- To support Canada's economic well-being, its competitiveness in global markets and the efficiency of the Asia Pacific Gateway and Corridor.
- To take the Asia Pacific Gateway and Corridor Initiative to the next level.

## Project Deliverables

- Plan and host a **Roundtable** video conference between Calgary and Vancouver (June 21, 2011)
- Form a **Project Advisory Committee** and develop a **Project Work Plan**
- Identify **10 Key Occupations** of the APGC through **Labour Market Research** and **Economic Forecasting**
- Formulate a **Supply Chain Human Resources Strategy** for the APGC
- Prepare and deliver a **Final Report** to Alberta Human Services and key partners



## Deliverables

- ✓ Roundtable
- ✓ Project Advisory Committee
- ✓ Project Work Plan
- ✓ 10 Key Occupations
- ✓ Labour Market Research
- ✓ Economic Forecasting
- ✓ Supply Chain HR Strategy
- ✓ Final Report

The process of trade is changing...

A new paradigm called “Integrative Trade” requires new skills and competencies for workers...

Canadian firms must be able to effectively manage sourcing in one country, production and processing in another, and distribution in a third market.

*Human Resources:  
A Vital Driver of Canadian  
International Trade Capacity  
and Capability*

*Forum for International  
Trade Training*

## Labour Market Information Research

Alberta											
NOC	Occupation	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
0016	Senior Managers – Goods Production, Utilities Transportation and Construction										
0113	Purchasing Managers										
0213	Computer and Information Systems Managers										
0713	Transportation Managers										
0721	Facility Operation and Maintenance Managers										
1215	Supervisors, Recording, Distributing and Scheduling Occupations										
1225	Purchasing Agents and Officers										
1236	Customs, Ship and Other Brokers										
2717	Information Systems Analysts and Consultants										
7411	Truck Drivers (see note below)										

### 10 Key Occupations

Labour market information research included interviews with industry stakeholders which led to the identification of 10 key occupations in the supply chain that are critical to the efficient operation of the Asia Pacific Gateway and Corridor. Economic forecasting for the period 2011–2020 was applied to these 10 occupations and showed the need for immediate action to address tight labour markets now and into the future.

The 10 occupations listed in these charts are anticipated to be critical to the success of the supply chain in Alberta and British Columbia. The occupations are listed by *National Occupational Classification 2006* (NOC), which are used by *Human Resources and Skills Development Canada* to classify job titles into standard groups.

#### Legend:

- An under-supplied, tight labour market—4% or fewer workers in the occupation than there are jobs
- A balanced labour market—between 4% and 10% more workers in the occupation than there are jobs
- An over-supplied, loose labour market—at least 10% more workers in the occupation than there are jobs

British Columbia											
NOC	Occupation	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
0016	Senior Managers – Goods Production, Utilities Transportation and Construction	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Red	Red
0113	Purchasing Managers	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Red
0213	Computer and Information Systems Managers	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Red
0713	Transportation Managers	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Red	Red
0721	Facility Operation and Maintenance Managers	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red	Red	Red
1215	Supervisors, Recording, Distributing and Scheduling Occupations	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red
1225	Purchasing Agents and Officers	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red
1236	Customs, Ship and Other Brokers	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red
2717	Information Systems Analysts and Consultants	Yellow	Yellow	Yellow	Yellow	Yellow	Red	Red	Red	Red	Red
7411	Truck Drivers (see note below)	Green	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow

## Ranking System

The ranking structure used in these charts was developed for the Asia Pacific Gateway Skills Table (APGST) Labour Market Information Project. It gives a simple picture of the status of the labour market for each occupation for each year of the 2011 – 2020 forecast period.

The rankings were generated based on an assumed level of structural unemployment of 4% for all occupations.

## Note:

The NOC profile for Truck Drivers aggregates labour market conditions for 28 different types of truck drivers, ranging from heavy-duty drivers to tow truck drivers.

While the whole of this occupational classification is clearly in balance, even over-supplied in the early years of the forecast, industry stakeholders report they are experiencing a critical shortage of long-haul drivers.



Canada is developing a desperate labour shortage and resolving it is key to the continued success of Canadian businesses and the economy.

*Top Ten Barriers to Competitiveness*



## 10 Key Occupations

- Senior Managers – Goods Production, Utilities, Transportation and Construction
- Purchasing Managers
- Computer and Information Systems Managers
- Transportation Managers
- Facility Operation and Maintenance Managers
- Supervisors, Recording, Distributing and Scheduling Occupations
- Purchasing Agents and Officers
- Customs, Ship and Other Brokers
- Information Systems Analysts and Consultants
- Truck Drivers

### Alberta

- Over 50,000 job openings are expected in these occupations for the 2011–2020 forecast period.
- 35,000 job openings relate to attrition and 15,000 relate to economic growth.

### British Columbia

- 46,000 job openings are expected in these occupations for the 2011–2020 forecast period.
- 34,000 job openings relate to attrition and 12,000 relate to economic growth.

## Key Findings

- Six of the 10 occupations are senior leadership roles.
- Over the forecast period, demand for workers in the 10 supply chain occupations is expected to grow at an annual average rate of 1.7% in Alberta and 1.5 % in British Columbia.
- In 2011, at the beginning of the forecast period for the 10 critical supply chain positions:
  - Alberta is in an already tight labour market situation in 5 of the occupations and remains in a tight labour market for those occupations until 2020.
  - British Columbia begins the forecast period with a balanced labour force in the 10 occupations but quickly moves to a tight, or under-supplied, situation starting in 2013.



## Labour Themes

The Accelerator Project conducted in-depth interviews with industry stakeholders to gain an understanding of the issues affecting the supply chain in the Asia Pacific Gateway and Corridor – eleven themes emerged.

1. There is a critical role for practical learning and work experience (apprenticeships, co-ops and internships).
2. Employers choose formal education or in-house training.
3. There is stiff competition from other sectors of high pay/high growth (energy, natural resources and ship building sectors).
4. Labour shortages drive automation and innovation.
5. Supply Chain Management is emerging as a key corporate business strategy.
6. There is a critical need for employees who have soft skills (collaboration, creativity and problem solving).
7. There is a shortage of long-haul drivers and some inefficiency in empty backhauling.
8. The public sector is at a disadvantage when competing for labour.
9. Business issues include environmental impact, cost containment and sustainability.
10. Communities seek ways to meet regional needs with a locally developed workforce.
11. Short-term and long-term labour requirements must include immigration.

## Key Findings

These themes provide a wide range of challenges and opportunities for the development of a Human Resources Strategy across the Asia Pacific Gateway and Corridor.

Developing an effective strategy will require the active participation of all stakeholders in the supply chain sector.

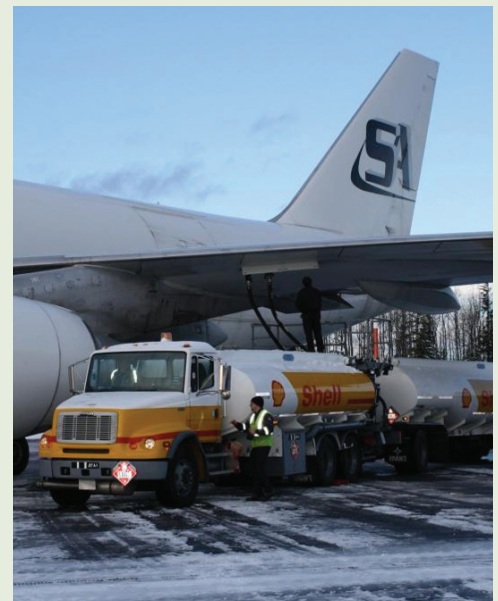
- Shortages of skilled supply chain employees exist now and are growing in impact
- Shortages are found in every supply chain employment category and in every sub-function
- In a competitive labour market, those who can attract youth early and effectively will be the winners
- Employers will need to create strategic workforce plans which deal with succession planning and knowledge transfer
- There are critical business advantages to the integration of supply chain management functions into corporate business strategies



Supply chain logistics is an undeniable cornerstone of the Alberta economy.

Virtually every enterprise in the province relies on a highly efficient supply chain industry to do business.

*A Workforce Strategy for  
Alberta's Supply Chain  
Logistics Industry,  
Alberta Human Services*



# A Supply Chain Human Resources Strategy

## Vision

Productivity along the Asia Pacific Gateway and Corridor is enabled and enhanced by the provision of the right people, in the right numbers, with the right skills.

## Mission

The Accelerator Project fosters the development of an integrated Supply Chain Human Resources Strategy across British Columbia and Alberta, acts as a model for further expansion and collaboration and is a platform for the enhancement of productivity and innovation along the Asia Pacific Gateway and Corridor.

## Strategy

The Human Resources Strategy is intended to be dynamic and organic. A flexible yet targeted framework allows for changes, evolution over time, and encourages initiatives to build upon and support each other.

The process of identifying 10 Key Occupations that will be most affected by future labour market shortages in the supply chain, led to the discovery of 11 major themes that influenced the development of the Accelerator Strategy. Taking action to address the issues underlying the 11 themes will drive the development of the labour pool in Alberta and British Columbia over the next 10 years.

Communication is essential to ensure that regional, rural and urban initiatives that address unique labour market requirements are developed and shared throughout the Asia Pacific Gateway and Corridor.



We have to have a real sense of urgency. We're trying to sound an alarm.

*Perrin Beatty, CEO  
Canadian Chamber of Commerce*



## HR Strategy Framework

The Accelerator Project offers a four-part Human Resources Strategy Framework:

1. Strategic Priorities
2. Goals and Initiatives
3. Example of Collaborative Action
4. Communication

### 1. Strategic Priorities

After reviewing the labour market information (LMI) research and identifying the 11 labour market themes, the Accelerator Project Advisory Committee identified two main priorities that unite the themes:

- **Attraction:** The Supply Chain community needs to increase awareness for specific target groups such as youth, women and immigrants.
- **Retention:** The Supply Chain community needs to work with stakeholders to develop strategies which address the loss of senior workers and their knowledge.

Given the shortage of skilled workers, and the pending retirement of thousands more across the country, Canadian businesses and governments should view every person as a potential contributor to the work force.

*Bring on the Skilled Workers and  
Sharpen the Competitive Edge.*  
Gwyn Morgan, Globe & Mail





Today, about 27,000 supply chain jobs are unfilled. Compounding that problem, growth in the sector, combined with turnover rates that range from 6.3 percent to 11.9 percent and older-worker retirement, is expected to result in an annual demand for the next five years for about 66,000 new supply chain employees.

CSCSC March 2012 Newsletter



## 2. Goals and Initiatives

### Goal 1: Provide a model and platform for further workforce productivity improvements

*Actions that address issues raised through the LMI research and the identification of the project's themes:*

- Ensure that succession planning workshops are available to help businesses identify issues and create solutions related to the loss or retention of mature workers and senior leaders.
- Collaborate with local or regional economic development officers, municipal planners and education and training providers to address unique recruitment requirements. Do education and training programs match employment opportunities and the skill sets required?
- Look outside the supply chain community and post-secondary faculties to find new workers with the right personal and professional profiles.
- Work with education, government and industry partners to meet the coming labour demand.
- Support the accelerated development of new post-secondary programs and learning opportunities related to supply chain skills and knowledge.
- Support the efforts of partner organizations to develop professional truck driver education programs and to increase the number of professional long-haul drivers.
- Develop regional or provincial learning pathways that articulate program connections from high school to post-secondary to graduate and professional certification programs.
- Encourage education providers to offer supply chain programs that have a practical learning component and work placement opportunities.

### Goal 2: Expand professional networks by sharing knowledge, tools, programs and services

*Examples of regional initiatives that support this goal:*

- **Alberta Education Partners' Network:** Since 2000, government, industry and education partners have worked together to describe and articulate a Supply Chain Career and Learning Pathway. This work is currently being updated by the CLC to reflect changes in program offerings and strategic connections.

- **Calgary Logistics Council / Calgary Board of Education – Career and Technology Initiative:** In February 2012, the CLC was invited to create a program development team to work with CBE leaders to develop and implement a supply chain program as a prototype high school offering.
- **The Van Horne Institute – Women in the Supply Chain:** A Steering Committee was formed in January 2012 to build an attraction and retention strategy focused on women as an under-represented population in the supply chain sector.
- **Calgary Regional Partnership and Alberta Human Services Youth Workforce Strategy Pilot:** A supply chain workforce project is being developed. Youth will be attracted into the supply chain sector by working in companies which have a sustainable business practice as part of their corporate strategy and culture.
- **Northern Strategy Labour Market Partnership:** An Asia Pacific Gateway Skills Table proposal is aimed at BC’s northern development. Information from the Accelerator Project will be used as a foundation for this submission.
- **Rocky View County, Chestermere Economic Development and Alberta Human Services:** Discovery Days, an initiative planned to develop greater career awareness among youth related to transportation, regional economic development and employment opportunities.
- **Education–Sector Council Partnerships Project:** The ESCPP is a partnership between sector councils and the Toronto District School Board which explores ways to better support student success for the significant portion of their student population not going on to post-secondary education. An example of this partnership exists between the Canadian Supply Chain Sector Council and Lakeshore Collegiate Institute which is locally based and driven by an Industry Partnership Network that matches sector resources to local needs.
- **Vancouver Aboriginal Skills and Employment Partnership (VanASEP):** A non-profit partnership dedicated to increasing Aboriginal employment in the supply chain sector. VanASEP is offering courses through the Tsawwassen Gateway Skills Centre, FNES and Kwantlen Polytechnic University’s material handling and logistical training programs to train individuals for the expansion of the Delta Port Terminal and ancillary business development on Tsawwassen First Nation lands as well as port operations throughout the Lower Mainland.





## Goal 2: Expand professional networks by sharing knowledge, tools, programs and services – continued:

Examples of **national** initiatives that support this goal:

- **Canadian Supply Chain Sector Council:** The CSCSC provides resources, materials, and connections, as well as timely information and insights into the labour market gained through the Human Resources Study Update 2012.
- **CSCSC Supply Chain Awareness Collaborative:** 15 stakeholder groups from across Canada have entered into a Memorandum of Understanding aimed at working together to create greater supply chain career awareness and aligned, coordinated actions.
- **CSCSC partnership with Junior Achievement:** This initiative is designed to deliver supply chain career awareness information to students across Canada
- **Workplace Institute:** The Workplace Institute offers programs to help businesses retain mature workers so that these workers can continue their careers and add value to their workplace in different ways.



## Goal 3: Support Canada's economic well-being and competitiveness

- As new projects and capital improvements emerge related to trade and the Asia Pacific Gateway and Corridor, members of the Accelerator network will reach out to key organizations and industry leaders to understand what their anticipated labour requirements are, share resources and information, and determine how our network of industry, government and education partners might assist.
- Determine the skills and technology requirements of emerging supply chain occupations and employment opportunities, whether education and training are available, and if not, how institutions can be supported to develop new program offerings and effective delivery methods.



## Goal 4: Take the Asia Pacific Gateway and Corridor Initiative to the next level

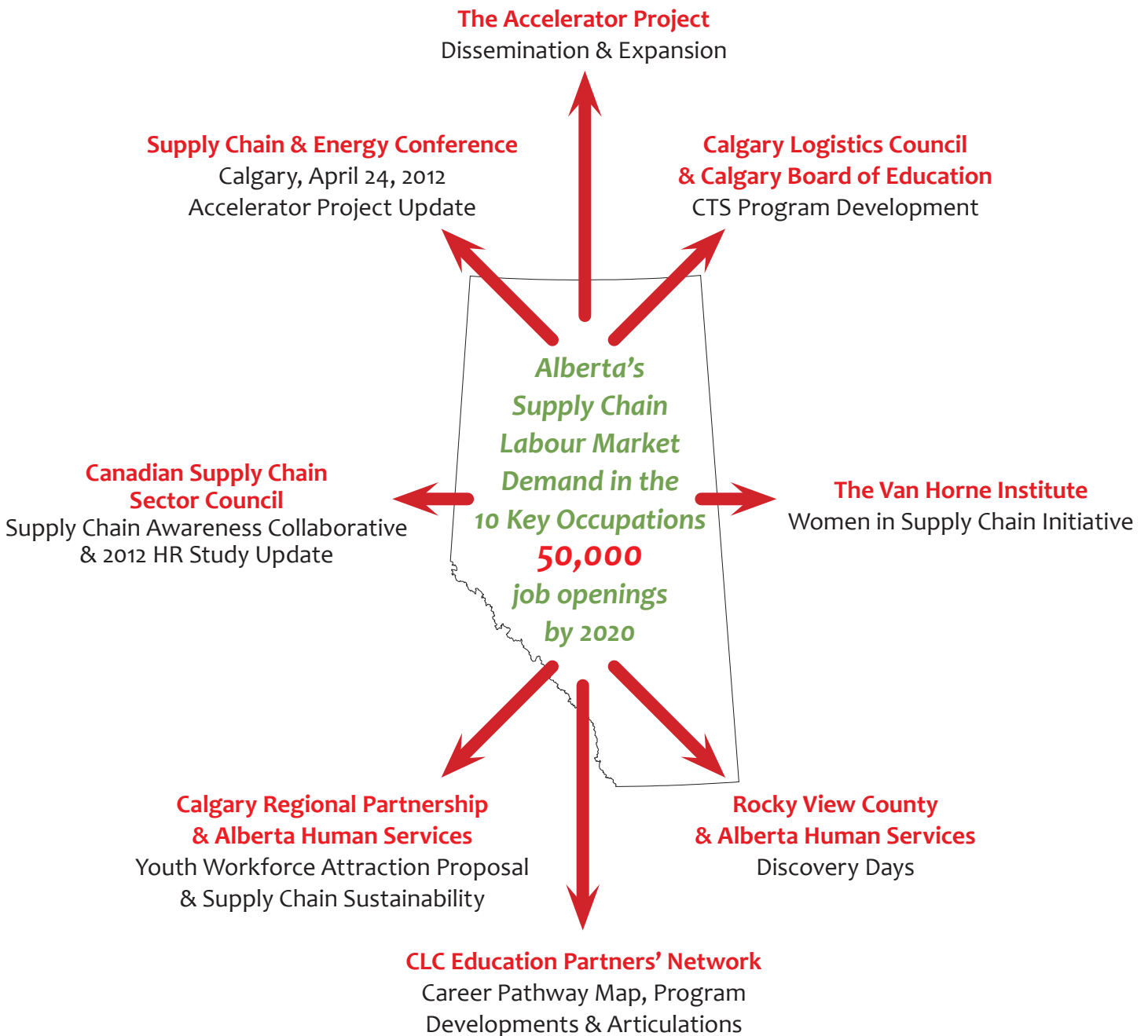
- Find ways to support the expansion of the Accelerator Project network to related stakeholder groups along the northern and eastward routes of the Asia Pacific Gateway and Corridor.
- Invite Accelerator Project partners and interested stakeholders to stay connected in order to share progress on the implementation of the Supply Chain Human Resources Strategy, to problem solve, facilitate each other's work, and identify opportunities for further research and collaborative initiatives.



### 3. Example of Collaborative Action

This figure shows the range of initiatives happening in Calgary and Region that support the Supply Chain Human Resources Strategy in 2012.

## Supply Chain Human Resources Strategy Calgary and Region: Examples of Collaborative Action





#### 4. Communication

##### e-Postcards

e-postcards are one way to encourage sharing and the building of community.

The CLC will provide an e-postcard template which organizations can use in order to communicate about their regional initiatives. The e-postcards include a brief description of the project, how it supports the Accelerator Human Resources Strategy and contact information. The e-postcards can be distributed to any network or relevant organization.



This communications tool allows the Accelerator Human Resources Strategy to grow and evolve and provides a continuous stream of new ideas, initiatives and outcomes. The e-postcards will be available on the Calgary Logistics Council website <[www.calgarylogisticscouncil.org](http://www.calgarylogisticscouncil.org)>




**Organization:**  
Calgary Inter-Faith Food Bank

**Website:**  
<[www.calgaryfoodbank.com](http://www.calgaryfoodbank.com)>

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Kathryn,  
Communications & Marketing  
Coordinator

**Look what we're doing here!**  
Volunteers on the sorting line  
processing donations.



## Get Involved: A Call to Action

There is not just one way that the issues identified in the Accelerator Project must and can be addressed. Indeed, the efforts of many towards a common challenge can be enormous.

Individuals and communities are encouraged to respond to the urgency of the labour issues identified here and elsewhere and determine what actions and initiatives suit their region and the unique issues that they face.

The following are offered as examples of ways that labour and skills shortages may be addressed through attraction and retention initiatives:

- Reach out to employers in your regions in order to share the Accelerator Project information, find out what kinds of supply chain jobs, occupations and skills they require and how our collective network might help
- Bring together diverse sectors in order to establish new networks or support existing networks that can collaborate to impact labour requirements
- Find ways supply chain professionals in your community can connect with under- represented groups in order to create an awareness of supply chain career opportunities
- Become familiar with the many resources and materials that are accessible through the Canadian Supply Chain Sector Council and Asia Pacific Gateway Skills Table websites
- Encourage education providers in your area to expand or begin to offer supply chain related programs

## Contact

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... we maintain that collaboration is indeed an appropriate means of balancing certain dimensions of the “people equation.”

*Deloitte Thought Piece*

## Contributors

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## Photo Credits

**APGST**: map inside front cover. **Calgary Inter-Faith Food Bank**: page 16 postcard. **CN**: page 10 lower two, page 13 top two. **CP**: front cover, lower inside front cover, contents page, page 4, page 10 top, pages 11–12, page 16 top three, back cover. **CSCSC**: page 16 bottom. **Deutsche Post AG**: page 5, page 8. **Initiatives Prince George**: page 9, page 14. **Schenker of Canada**: page 13 lower two, page 17.

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The Accelerator Project Report and the Supply Chain Human Resources Strategy are available on the Calgary Logistics Council website: <[www.calgarylogisticscouncil.org](http://www.calgarylogisticscouncil.org)>



Canadian  
Supply Chain  
Sector Council

Conseil canadien  
sectoriel de la chaîne  
d'approvisionnement



**ASIA PACIFIC GATEWAY**  
SKILLS TABLE

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