On April 24 and 25, 2007 the Transport Institute hosted the 3rd Annual Supply Chain Connections Conference in Winnipeg at the York Hotel.

The theme of the conference was evolving supply chains and their application to a wide variety of sectors. Along with the relevant issues in supply chain management and a session on gateways and corridors, supply chains concerning the not-for-profit, retail, resource, and manufacturing sectors were the core of the discussion.

Dr. Paul D. Larson, Director of the Transport Institute and Head of the Department of Supply Chain Management, opened the conference by introducing eight developing issues in supply chain management (SCM).

With the focus of gateways, their economics and productivity, Dr. David Gillen, Director, Centre for Transportation Studies at the Sauder School of Business, UBC, was the next to present. Dr. Gillen shared his knowledge of the elements and key features of gateways and presented the crowd with interesting questions concerning their economics and structure. An interesting statement expressed by Dr. Gillen was that the economics should lead to the establishment of the gateway. If the economics do not lead to the creation of gateways, then it is not sensible for Governments to artificially create them. To sum up the presentation, a number of research questions concerning gateways were posed for consideration.

Mr. David Northcott, Executive Coordinator for Winnipeg Harvest, presented an example of a supply chain in Manitoba with strictly social intentions. Through an interesting illustration of this unique and charitable supply chain, the participants of the conference were shown the endless concern that Winnipeg Harvest deals with everyday: “How do we get food to hungry people?” Harvest collects surplus food and distributes it to people who struggle to feed themselves and their families. Over 44,000 Manitobans use food banks each month in which half are children (hungry children come from hungry families). 25% of food produced in North America is surplus. In order to harvest this surplus and accumulate the amount of food needed, the charity relies on developing and maintaining key relationships with food processors, retailers, etc. These affiliations are extremely important to ensure the supply of food. Last year Winnipeg Harvest collected and distributed around 8.4 million pounds of food (require about 12 million pounds), which is given directly to the hungry people as well as to over 300 Manitoba food programs.

Mr. Lloyd Hillier and Mr. Jim Huggard of Arct Co-operatives Limited showed an interesting perspective on a retail supply chain whose primary concern was to get goods to the northern communities of the country. Arctic Co-op ships goods to 33 co-operatives located in extreme northern areas such the territories, Baffin Island, and even higher. This obviously has its challenges. Weather, time, and infrastructure considerations are very unique compared to your typical supply chain. For example, ships can only be used after the break-up of frozen northern waters in the warmer months from June to November. Similarly, trucks can only transport in the colder months when the winter roads have frozen over. Air transportation is very important for Arctic Co-op,
Mr. Huggard explained how vital it is for the company to be extremely flexible and creative in order to deal with the unpredictability of their business. Case in point, in the summer months, instead of trucking goods to Churchill, they are transported to Montreal before they are put on ships destined for the arctic. It does not seem like the most efficient option, but it is actually cheaper for the company to use this routing.

Mr. David Long, President of the Supply Chain Logistics Association (SCL) of Canada and Mr. Phillippe Richer, Logistics and Supply Chain Management in the Service Industries Branch of Industry Canada. Mr. Long offered a brief background on SCL Canada and then handed the floor to Mr. Richer to talk about the Logistics and SCM Key Performance Indicator (KPI) Analysis report. The study was conducted by SCL alongside Industry Canada. According to the presenters, the two most preferred manufacturing KPI in North America were related to logistics and just-in-time. Compared to the US, Canada is 35% behind in terms of inbound inventory turns per year in the manufacturing sector. Canada is also behind in the retail industry by a slightly larger margin. Mr. Richer talked about SCM innovation and investment. According to the results, companies that use the top inventory management technologies achieved significantly better just-in-time outcomes compared to their peers. Consequently, innovation is still more focused on manufacturing than on logistics processes.

Mr. Rich shared his experience in the Winnipeg garment industry. Their complex supply chain involves getting materials from North America and other locations such as India and Pakistan and then producing the garments in Winnipeg and several Asian countries before distributing the completed clothing. A major challenge faced by Richlu is the ability to predict seasonal demand due to the trend towards Just-In-Time inventory management. The company must make a strong commitment to inventory to absorb sudden changes in demand. Competition is also a major factor.

The final speaker of the day was Ravee Navaretanam, Senior Vice President, Supply Chain, IT and Quality of Vansco Electronics. Mr. Navaretanam focused on support throughout the product life cycle which included three important steps: Expediting the profit, accelerating the introduction, and extending the time. Mr. Navaretanam described the importance of quickly introducing your product to the market. A speedy establishment allows for the acceleration of profits. Inventory management is an important function during this phase of the life cycle. Ensuring sufficient reserve capacity is necessary to absorb high spikes in demand and support the profit-earning capability of the product. The final sustaining phase is extending the time. Re-engineering the product, considering alternate parts, and focusing on other cost efficiencies are important actions to ensure the product stays in the market as long as possible. An efficient, cost-focused supply chain can assist the product through an extended and profitable life cycle.
FALL 2007
Course Registration Form

Name ___________________________________________________________ __
Address:______________________________________Postal Code__________
Phone (Business)_________________________ (Home)_________________________
Fax: ___________________________ E-mail: __________________________

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<th>COURSE NAME</th>
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Deadline for Fall course registration is August 31, 2007

Please make your cheque payable to: University of Manitoba.
Submit with completed forms by mail to:

Transport Institute, University of Manitoba, 631 - 181 Freedman Cres., Winnipeg, MB R3T 5V4.

Faxed forms are considered pre-registered only until payment is received:
Fax: (204) 474-7530

_________________________  __________________________
Student’s Signature                  Date
The Transport Institute has welcomed several new staff members in the recent months. The recent additions to the TI team are Soaleh Khan, Clare Pieuk, Jairo Viafara, and Danielle Kososki.

**Soaleh Khan**
Soaleh has become a regular fixture at the Transport Institute while he completes his graduate studies in Supply Chain Management at the I.H. Asper School of Business. Soaleh earned his bachelors degree from N.E.D University of Engg. & Tech., in Karachi, Pakistan, majoring in mechanical engineering. Following this, Soaleh focused on Production and Operations management during his post graduate studies. The next 10 years were spent in various industries including working on water and waste treatment. In October 2006, Soaleh began working on his M.Sc. in Supply Chain Management.

In addition to his studies, Soaleh has also been taking part in TI projects. He is currently working on developing the SC model and mapping using the GIS applications that will be used during the pandemic project. He will also be applying this towards his thesis, where he will be examining the Not for Profit organizations working in relief operations in interrupted environments. He will be concentrating on “Faith Based” organizations and on their management strategies.

**Clare Pieuk**
Clare Pieuk earned his diploma in Chemical Technology (St. Clair) College followed by undergraduate and graduate degrees (Economics) from Carleton University and The University of Calgary respectively. Since then he has acquired a broad range of experience in both the public and private sectors. The former includes: Federal Government (Ottawa); Manitoba Legislature; Manitoba Finance (Treasury Board Secretariat); as well as, sessional lecturer (Asper School of Management/Red River College Business Studies Program).

Clare’s private sector experience includes: ownership of a franchise operation; management consultant (Quebec City/Winnipeg); General Manager of an Aboriginal Capital Corporation; and an Administrator for a global Canadian based foreign exchange provider.

**Jairo Viafara**
Jairo Viafara earned his Master’s degree in City Planning at the University of Manitoba. He also holds AICP (American Institute of Certified Planners) certification. Jairo’s previous work experience includes focus in areas such as congestion management, truck route ordinance and maintenance, the evaluation of customer based transit services, and the feasibility analysis of the guiderail system in part of Florida.

Jairo’s present projects include a bike-ability and walk-ability study of select neighbourhoods in Winnipeg, and a project with Winnipeg Transit involving revamping of bus scheduling and trip planning information. In addition, Jairo’s work at the Transport Institute involves innovative freight handling practices also known as Winsmart 3. He also teaches Spanish at the University of Manitoba.

Jairo’s work related interests are in land use and transportation planning, integration of roadway networks, pedestrian and bicycle facilities, and long range planning in transportation.

**Danielle Kososki**
Danielle has recently joined the Transport Institute as the fourth intern in the HRSDC work study program. She graduated from the Faculty of the Environment at the University of Manitoba with a Bachelor’s Degree in Environmental Studies. While earning her degree, Danielle developed an interest in Canadian environmental law and policy and climate change.

The Transport Institute is currently a busy place with several different projects on the go. The main reports currently being worked on by the diligent staff include the Hydrogen project, the Pandemic project, and the Winsmart project.
Mark your calendar now for the 12th Annual Fields on Wheels Conference. While this year’s agenda is still being finalized, the 12th Annual Fields on Wheels promises to be bigger and better than ever. To reserve a guestroom, call the Hotel Fort Garry at 1-800-665-8088 and quote Group Code 101510 to receive the conference rate of $124 per night.

Register before September 30 to receive the Early Bird Rate of $295 per person. The regular registration fee for the conference is $350 per person.

REGISTRATION FORM

NAME _____________________________________   TITLE______________________________

ORGANIZATION _________________________________________________________________

ADDRESS ______________________________________________________________________

POSTAL CODE ___________________ CITY________________________PROV________________

TELEPHONE____________________________ FAX _____________________________________

E-MAIL ADDRESS_________________________________________________________________

___Early Bird Rate:  $295 (Cdn.) if you register by September 30, 2007

___REGISTRATION FEE (after September 30, 2007) - $350.00 Canadian Funds per person
(Prices quoted include GST R119260669)

DEADLINE FOR REGISTRATION is November 20, 2007.

Please note: Seating is limited.

Fax your registration form to: 204-474-7530

Mail payment to:

TRANSPORT INSTITUTE

631–181 Freedman Crescent

Winnipeg, MB    R3T 5V4

Payment must be received in advance.
The 42nd Annual CTRF held in Winnipeg from June 3-6, 2007 was a tremendous success.

Attendance exceeded expectations at 125 people, but most importantly, an increased number of university students were there. A decision by CTRF to provide funding support for students to travel to Winnipeg allowed a number of our academic members to encourage their students to attend the forum.

The program for the Forum was organized by Professors Matt Morris and Barry Prentice of the University of Manitoba Transport Institute and the facility and administrative aspects were organized by Gordo Tufts and Doug Duncan with the support of Manitoba Infrastructure and Transportation and the Transport Institute. The Forum is too large to completely report on in this article, however, the forum proceedings can be obtained from the CTRF by writing to CTRF, 209-15 Innovation Drive, Saskatoon, Saskatchewan, S7N 2XB.

The opening plenary session provided the introduction to the forum titled North American Transportation Networks: Gaps and Opportunities. Dr. Stephen Blank, Arizona State University, spoke on transborder issues. He indicated that one quarter of all cross border trade is in the auto industry. As such, Canada and the United States make “stuff” together...our economies are integrated. Unfortunately, border infrastructure has not kept pace with demand. He suggested that the demand for cross border will continue to increase with the flow of Asian trade to North America. Dr Blank believes that much of the Asian trade destined to the USA will land at Canadian ports and cross the border. He also suggested that JIT systems are being stressed by border crossing regulations. This stress to JIT systems is creating the requirement for buffer stocks and could threaten JIT systems.

Brian Bohunicky, Transport Canada reviewed the future Asia Pacific Gateway strategies and the federal funding plans to improve the infrastructure and the flow of goods through the gateway. Marisa Paula Walker, CANAMEX Corridor Coalition, suggested that infrastructure enhancements to the corridor are not enough to handle the increased flows of traffic that are expected. Technological and regulatory changes will also be required to enable the flow of goods.

Art Defehr, CEO Palliser Furniture and Co-Chair Manitoba International Gateway Council made several observations and suggestions about gateway traffic flows. Mr. Defehr observed that North – South transportation does not work well in North America. He suggested that container traffic should be moved from port by rail as fast as possible and that the current plan to spend dollars on roads for intra terminal movements is ridiculous. He also suggested that moving containers away from port by rail as fast as possible would create an opportunity for some point on the Prairies for a facility for container trains.

The plenary set the stage for a very successful and informative forum.

A significant feature of the CTRF for the past 10 years has been the Bison Transport Debate sponsored by Bison Transport. The debate is conducted in a very formal manner and addresses a current contentious transportation issue. However, it is the expectation of the members of the Forum to not only witness and participate in a technical debate on a highly relevant transportation issue, but to be entertained at the same time. This year the debate succeeded on both counts. This year’s topic was:

“This House Resolves that, In Transportation, "Not In My Backyard (NIMBY) “Has Gone Too Far”.

The incumbent, Dr. Darren Prokop, partnered with Michael Crockatt defeated Michael Kieran and Harvey Romoff.

Don Streuber, President, Bison Transport presents the 2007 trophy to Michael Crockatt and Darren Prokop
Calendar of Events

August 7-9, 2007
Lean Six Sigma Logistics Certificate Training Event
Toronto, Ontario
www.scl.ca

August 9-10, 2007
2007 CAET Alternative Energy Symposium
Chicago, Illinois, USA
www.amsnt.com

September 13-14, 2007
5th European Conference on Green Power Marketing
Lausanne, Switzerland
www.greenpowermarketing.org

September 25-26, 2007
Eye for Transport
San Francisco, CA
3rd Supply Chain Directions Green Transportation & Logistics Summit
www.eyefortransport.com/supplychain

October 15-17
Cargo Facts: Thirteenth Annual Aircraft Symposium
Seattle, WA, United States
www.cargofacts.com

October 15-19, 2007
2007 Fuel Cell Seminar & Exposition
San Antonio, Texas
www.fuelseminar.com

October 22, 2007
St. John’s, Newfoundland & Labrador
Atlantic Conference on Best Practices & Excellence
www.cme-mec.ca/national/events

November 1 & 2, 2007
PHEV2007 Conference
Winnipeg, MB Canada
www.pluginhighway.ca

November 4-7, 2007
World Hydrogen Technologies Convention 2007
Montecatini Terme, Italy
www.whtc2007.com

November 7-9, 2007
Reposition 2007 National Symposium for Supply Chain & Logistics Professionals
Quebec City, QC
Contact acampigotto@citt.ca or visit www.citt.ca

November 14-15, 2007
WESTAC Semi-Annual Meeting & Fall Conference
Vancouver, BC Canada
www.westac.com

November 20, 2007
12th Annual Fields on Wheels Conference
University of Manitoba Transport Institute
York The Hotel, Winnipeg, MB
Contact: Kathy Chmelnytzki
Website: www.umti.ca
Email: transport_institute@umanitoba.ca
Phone: (204) 474-9842

November 23, 2007
25th Annual BC Export Awards
Vancouver, BC
www.cme-mec.ca/bc/events

If you have a transportation/supply chain event that you would like to see listed here, please email the information to us at transport_institute@umanitoba.ca
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Clare Pieuk, MA (Economics)
Researcher
Jairo Viafara, AICP
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Transport Canada
Western Economic Diversification Canada

Dispatch

DISPATCH is published three times a year by the Transport Institute.

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DISPATCH designed by Kathy Chmelnytzki

Supply Chain Management (SCM)

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Ron McLachlin, Ph.D
Matthew Morris, Ph.D
Barry E. Prentice, Ph.D
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Danielle Kososki, B. Env.

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Winston Smith, LLB
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