

YEAR OF UNPRECEDENTED IMPACT

Delivering current content.

Accelerating speed to market.

Removing barriers to access.





INTRODUCTION

The year 2020-2021 will be incomplete without mentioning the impact of the Coronavirus pandemic and its effect across countless lives. Membership support, organizational sustainability, employee resilience have all been put to test. However, this annual report outlines how we have come out of the pandemic stronger together. Throughout this time our vision of leading innovation, global competitiveness and driving economic growth, has remained steadfast.

In support of our vision, we have offered career-boosting learning designed for every level, culminating with the Certified Supply Chain Management Professional (CSCMP) Designation - Canada's most sought-after professional designation for those professionals advancing as leaders in supply chain. Supply Chain Canada, Ontario Institute serves supply chain professionals and promotes supply chain leadership through delivering on the initiatives outlined in the approved 2018 - 2021 Supply Chain Canada Strategic Framework.

STRATEGIC FRAMEWORK

VISION

Canadian supply chain professionals and organizations are recognized for leading innovation, global competitiveness and driving economic growth.

MISSION

Supply Chain Canada provides leadership to the Canadian supply chain community, provides value to all members, and advances the profession.

STRATEGIC PRIORITIES

- Expand learning initiatives to accelerate transformation and growth
- Be the voice of supply chain in Canada
- Engage with the industry to unlock the opportunities for supply chain success
- Continue the collaborative evolution of the Federation to achieve a relevant and vibrant Supply Chain Canada

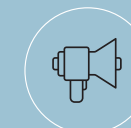
GOALS

EXPAND LEARNING INITIATIVES TO ACCELERATE TRANSFORMATION AND GROWTH



- Define the knowledge and skill competencies for the profession in Canada
- Position the SCMP Program or Certified Designation as Canada's top professional designation for the supply chain profession
- Invest in and develop continual, career-long learning
- Invest in curated information for our members

BE THE VOICE OF SUPPLY CHAIN IN CANADA



- Coalesce and unite the end-to-end community from entry level to executives
- Build strong trusting relationships with other organizations within the ecosystem
- Gather, analyze and disseminate information about the supply chain sector
- Give voice to supply chain professionals who can help inform better policy decisions
- Raise the profile of the sector and the professionals within it

ENGAGE WITH INDUSTRY TO UNLOCK THE OPPORTUNITIES FOR SUPPLY CHAIN SUCCESS



- Deliver programs that engage and support senior supply chain executives
- Develop supply chain tools that support small and medium-sized enterprises
- Collaborate with industry and other partners to lead supply chain innovation
- Recognize and promote industry success and commitment to supply chain excellence
- Develop new membership categories that provide value to organizations

CONTINUE THE COLLABORATIVE EVOLUTION OF THE FEDERATION TO ACHIEVE A RELEVANT AND VIBRANT SUPPLY CHAIN CANADA



- Establish shared metrics and coordinated financial and operational data reporting
- Strengthen coordination of resources for efficiency and effectiveness
- Enable transformative growth through central coordination and local execution
- Invest in technology to deliver transformation
- Support transformation with robust project and change management

IMPACT MAP

We are delighted to share with you the results of the collective efforts of our volunteers, staff, and our Board of Directors. Below are our key operational metrics, over the last three fiscal years.

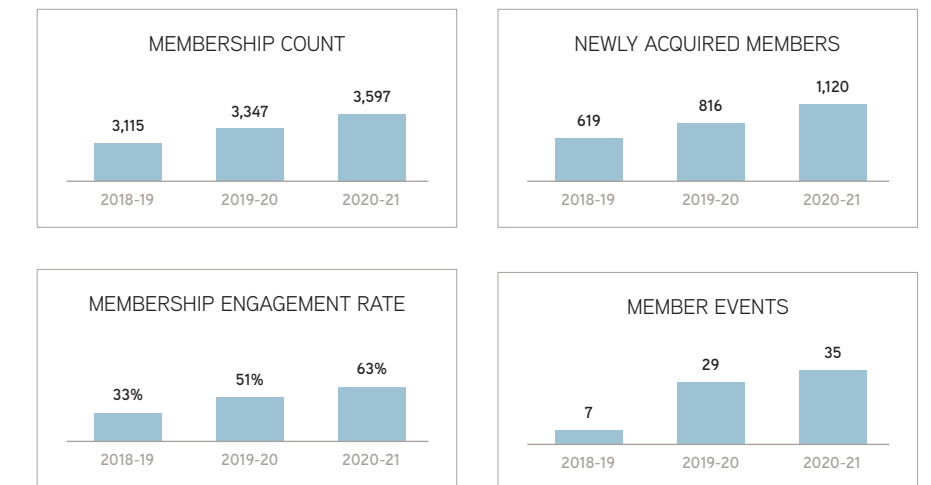
- MORE VIRTUAL
- MORE MEMBER EVENTS
- MORE FREE EVENTS
- MORE OPTIONS FOR BRINGING IN COLLEAGUES AND REFERRALS
- MORE BUNDLING AND SPECIAL PACKAGE PRICING
- MORE TOPICS BEYOND TRADITIONAL SUPPLY CHAIN
- MORE PROFESSIONAL DEVELOPMENT (PD) EVENTS
- MORE EVENT FORMATS TO CHOOSE FROM

KPIs	2018 -2019 (FY19)	2019 – 2020 (FY20)	2020 – 2021 (FY21)	Growth since FY19
Membership Growth	3,115	3,347	3,597	15.47%
Membership Engagement	33%	51%	63%	30%
Member Events offered	7	29	35	400%
Total Revenue (in Millions)	\$3.10	\$3.26	\$3.74	20.64%
Total Expenses (in Millions)	\$3.47	\$3.21	\$3.18	-8.35%
Net Income	\$ (371)K	\$45K	\$564 K	\$935K (REVERSED DEFICIT)

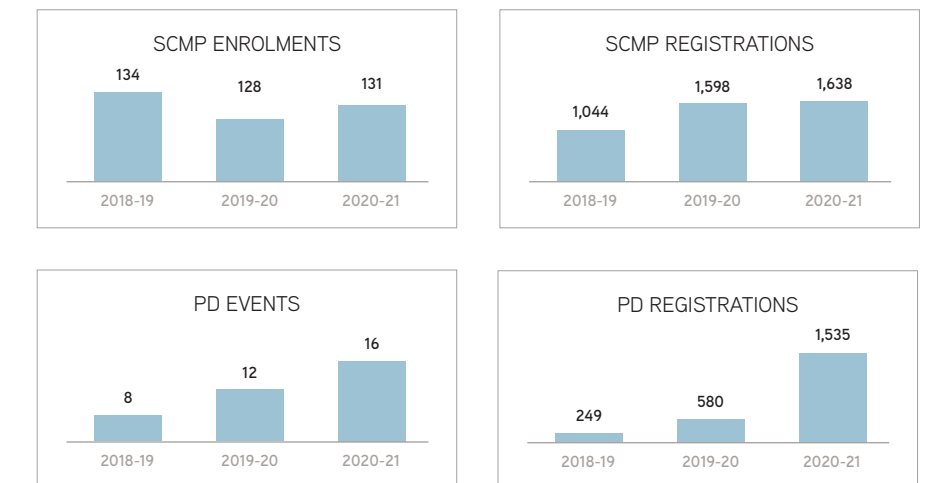
FY19-21

BREAKDOWN BY KEY PRODUCT LINES

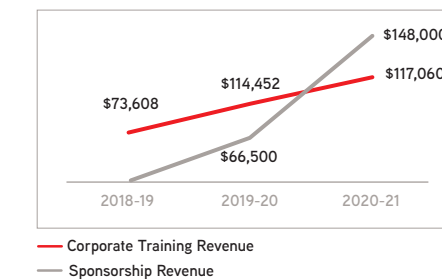
MEMBERSHIP



EDUCATION & PROFESSIONAL DEVELOPMENT



CORPORATE ENGAGEMENT AND SPONSORSHIP



PARTNERSHIPS IN 2020-2021



MESSAGE FROM BOARD CHAIR

Dear Members,

It has been my great honour to serve as Chair of the Board of Directors at Supply Chain Canada, Ontario Institute after the 2020 Ontario Annual General Meeting (AGM) on October 15, 2020. It was the first virtual AGM in the history of the institute and therefore quite extraordinary. But then, that has been the nature of the past year. As I write this note, the pandemic is still shaping our behavior and changing the way we approach all matters.

While this global disruption has had profound impacts on the workplace, it has not changed our commitment to serve our members and elevate the supply chain profession, to the best of our abilities. Led by Al-Azhar Khalfan, our president and CEO, the team at the Ontario Institute remarkably delivered what our members needed most during this curveball of a year, that is, helping members through one of the most abrupt economic upheavals of our time. You will read more in this annual report about the nimble, innovative approaches that delivered much needed resources to you, in support of your success in dealing with pandemic impacts. The results are reflected in your increased engagement with the association. We are delighted to see that our membership engagement score went up to 63% this year -a spike of 12% since the year prior to the pandemic.

Our association has made tremendous strides in the past year despite the unfavourable circumstances. The results reflect the impact that many of you have had by stepping forward, participating and getting involved with association events, committees, and other volunteer roles. I would sincerely like to thank you on behalf of the Board for your contributions.

As a volunteer Board of Directors, we are elected to represent all our members' interests. We have great confidence in the leadership team of Supply Chain Canada, Ontario Institute and the results outlined in this year's annual report corroborate that we have built tremendous momentum. I am truly proud to have been a part of this transformation.

I'd like to thank Al-Azhar Khalfan for his leadership and all the staff at Supply Chain Canada, Ontario Institute, my Board colleagues, committee members, volunteers and each one of you for the trust you have placed in us and the standards you have held us to. Our institute has proven to be resilient and successful and we hope you will continue to support your community of supply chain professionals with pride.



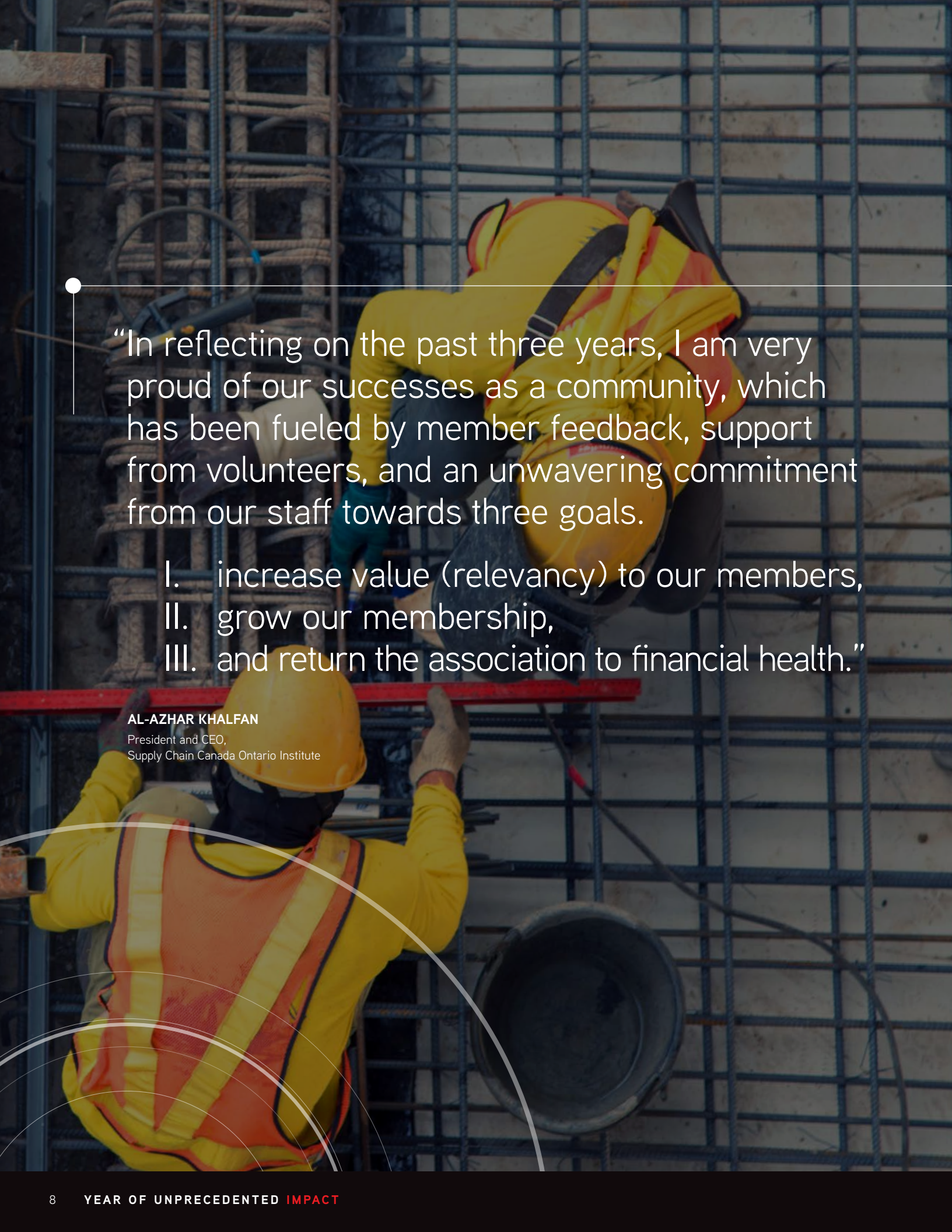
TARAS KOREC, CSCMP, P. Eng., P. Log.

Chair, Board of Directors,
Supply Chain Canada, Ontario Institute

"I'd like to thank Al-Azhar Khalfan for his leadership and all the staff at Supply Chain Canada, Ontario Institute, my Board colleagues, committee members, volunteers and each one of you for the trust you have placed in us and the standards you have held us to"

TARAS KOREC, CSCMP, P. Eng., P. Log.

Chair, Board of Directors,
Supply Chain Canada, Ontario Institute



“In reflecting on the past three years, I am very proud of our successes as a community, which has been fueled by member feedback, support from volunteers, and an unwavering commitment from our staff towards three goals.

- I. increase value (relevancy) to our members,
- II. grow our membership,
- III. and return the association to financial health.”

AL-AZHAR KHALFAN
 President and CEO,
 Supply Chain Canada Ontario Institute

MESSAGE FROM THE CEO

Dear Members,

Thank you for choosing to be a member with Supply Chain Canada, Ontario Institute. In this year’s annual report you will see the presentation of our performance over the last 3 years, in addition to the details of our 2020/2021 fiscal year performance. Our 2020/2021 fiscal year represents an important milestone for the organization as it highlights our performance against the three-year strategic plan that was approved by all Federation Partners in 2018. I was hired to lead as your CEO in July of 2018 and the mandate assigned was to deliver against this strategic plan and to lead the Ontario institute’s transformation. As Taras mentions in his letter, the task was to

- I. increase value (relevancy) to our members,
- II. grow our membership,
- III. and return the association to financial health.

In reflecting on the past three years, I am very proud of our successes as a community, which has been fueled by member feedback, support from volunteers, and an unwavering commitment from our staff towards the above three goals. I encourage all of you to take the time to read through the annual report to fully appreciate how vibrant YOUR association has become. Below is the summary of the key metrics against the three objectives above.

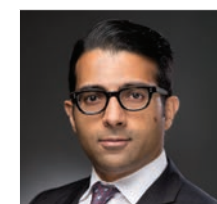
KPIs	2018-2019 (FY19)	2019-2020 (FY20)	2020-2021 (FY21)	Growth since FY19
Membership Growth	3,115	3,347	3,597	↑ 15.47%
Membership Engagement	33%	51%	63%	↑ 30%
Net Income	\$ (371)K	\$45K	\$564 K	↑ \$935K (Reversed Deficit)

While I am very proud of the above accomplishment, we remain focused on delivering value to members, continuously growing our membership, and remaining financially healthy. Our team and I define focus as the unwavering purpose that drives us towards our goals. It is the conviction and alignment of all stakeholders, and the strategic, purposeful investment in key areas of our business that support our collective desired outcomes. We will continue to build on our operational momentum and deliver against your needs and expectations.

This upcoming year will be a pivotal year for the association as we embark on negotiating a new Federation agreement, to unlock the greatest opportunity for enhanced collaboration and delivering better value to our members.

Finally, I would like to thank our sponsor partners, volunteer regional ambassadors, Board members, speakers and you, our members, for choosing to be a part of this great association. It has truly been a pleasure serving as your CEO, and I look forward to many more successful years together.

Yours in Service,



AL-AZHAR KHALFAN
 President and CEO,
 Supply Chain Canada Ontario Institute

KEY PERFORMANCE INDICATORS

(CUMULATIVE AS OF APRIL 30, 2021)

MEMBERSHIP

MEMBERSHIP COUNT
Increase over 2019-2020:
7.47%

2020-2021	2019-2020	2018-2019
3,597	3,347	3,115

NEWLY ACQUIRED MEMBERS
Increase over 2019-2020:
37.25%

2020-2021	2019-2020	2018-2019
1,120	816	619

MEMBER ENGAGEMENT RATE
Increase over 2019-2020:
30%

2020-2021	2019-2020	2018-2019
63%	51%	33%

MEMBER EVENTS
Increase over 2019-2020:
20.69%

2020-2021	2019-2020	2018-2019
35	29	7

EDUCATION

SCMP REGISTRATIONS
Increase over 2019-2020:
2.57%

2020-2021	2019-2020	2018-2019
1,639	1,598	1,044

The numbers here are for online modules and workshops participation from all provinces. The Ontario participation went up by 5.9% in 2020-21.

NEW SCMP ENROLLMENTS
Increase over 2019-2020:
2.34%

2020-2021	2019-2020	2018-2019
131	128	134

PROFESSIONAL DEVELOPMENT (PD) SESSIONS
Increase over 2019-2020:
33.33%

2020-2021	2019-2020	2018-2019
16	12	8

PD REGISTRATIONS
Increase over 2019-2020:
164.66%

2020-2021	2019-2020	2018-2019
1,535	580	249

PARTNERSHIPS IN 2020-2021



PARTNERSHIPS IN 2020-2021



“Alone we can do so little, together we can do so much.” – Helen Keller

KEY IMPACTS FROM 2020/21

CURRENCY | SPEED | ACCESSIBILITY

ACCESSIBILITY – RELENTLESS FOCUS ON MEMBERS

Empathy and compassion to support our member community

- Renewals made easier through
- Extended timelines,
 - Waived administrative fees,
 - Bundling with SCMP and SMT courses,
 - And special accommodations to help members navigate the initial impact of COVID-19 on their finances, through installments and other customized (case by case) methods

Prices offered on SCMP Workshops were immediately reduced in the first few months of the pandemic, in order to make continued education accessible to all, even during times when organizational training budgets were cut.

Welcomed new members into our community - Removed barriers to access

- We focused on making our content accessible to non-members, and making membership more attainable through
- Continued bundling efforts with PD events and Corporate Training
 - Complimentary membership with Leadership Series, which was attended by 1,300 supply chain professionals, of which 321 were non-members and were offered complimentary membership
 - Piloting introductory membership pricing that started at \$97 + HST

All of the above efforts culminated to **1,120 new members** in this fiscal year – our highest number ever.

Relentless focus on member engagement and serving the community

- More Events, More Opportunities, More Participation** – We focused on bringing more member events and more professional development events by
- Expanding the Leadership Series to speakers and attendees from across the country, thereby increasing registration by 160%
 - Increasing the number of professional development sessions to capture the learnings needed to navigate the precarious supply chain landscape
 - Offering complimentary webinars and live discussions on current topics such as Force Majeure in Contracts, Mitigating Supplier Risks (while everyone was looking for PPE), Cyber Security Risk from Working from Home, Managing Inventory Swings, and Racism in Supply Chain

Leveraged virtual events

By virtue of our Leadership Series going virtual, we delivered accessible events to senior leaders in the industry from across the country and drove participation from supply chain professionals from other provinces.

Overall, leveraging virtual events and navigating new member expectations by delivering excellence in online event experiences, have led to an unprecedented growth in participation.

CURRENCY – RELENTLESS PURSUIT OF RELEVANCE

Live Chats and PDs

In addition to expanding the PDs with new and cutting-edge topics, a new knowledge-sharing platform was introduced by means of a Live Chat - a free, online and after business hours learning & networking session. We had over 6000+ registrations since inception with **1,301** unique individual members having attended a Live Chat which accounts for **54%** of total member headcount.

As a result of the realigned focus on relevance, our Engagement Scores for **Member Participation are at 63%** compared to 51% in year prior.

(membership engagement score is the percentage of members who have participated in one or more events with Supply Chain Canada, Ontario Institute last year)

Partnerships led to more than double sponsorship income

Sponsorship of **\$144K versus \$67K year prior**. We accomplished this increase by introducing several new approaches and opportunities:

- Increased Leadership Series sponsorship by offering more price points/levels – **126% of last year**
- Added Sponsorship to themed Live Chat Series – Healthcare and Diversity & Inclusion
- Created a new sponsorship type (not event specific)
- Sold sponsorship on selected professional development sessions, webinars, and the annual Holiday Event

SPEED – RELENTLESS INNOVATION AND SPEED TO MARKET

Created, designed, launched in record speed

We focused on being nimble in shifting our entire Education and PD curriculum to a virtual platform. We anticipated the impending situation and we transitioned our SCMP workshops online even prior to the first lockdown in March 2020.

We launched a new product offering – our Live Chat Series within a matter of days after COVID-19 led to the first lockdown. We pivoted quickly and were first to market, despite the limitations from the entire team working from home. Therefore, **within 16 Days**, we hosted the first of the 25 weekly Live Chat events on April 7th, 2020.

Pivoted to serve vertical markets

Based on the changing landscape, impacts of COVID-19 and prior successes with a focused approach, we introduced

- **New Healthcare** specific events to address changes such as centralization and Ontario Health Teams leading the marketplace.
- New training content aimed at the **Manufacturing Industry** and addressing common issues within Manufacturing settings:
 - Supply Chain Strategy for Manufacturing Leaders
 - S+OP (Sales and Operations)
 - Strategic Procurement Planning

MESSAGE FROM THE **AUDIT CHAIR**

ADDRESSING OUR FINANCIAL POSITION

Supply Chain Canada, Ontario Institute had been operating under an approved deficit budget until 2018-19. But I am happy to report that after a transformative 2019-20, in the year 2020-21 (also the pandemic year), the association reported a cumulative surplus of \$564,812.

2019/20 AUDIT REPORT

Our auditors, KPMG, conducted the audit for the fiscal year ended April 30, 2021 assessing the statement of financial position, the statement of operations, the statement of changes in net assets and the statement of cash flows. They found that the statements presented fairly the financial position of the organization as of April 30, 2021 in accordance with Canadian accounting standards for not-for-profit organizations. In their findings, the auditors also noted that they are independent of the Institute and that they did not identify any control deficiencies in internal controls over financial reporting nor any fraud or significant issues of any kind. The Board of Directors has approved the allocation of \$1,414,850 of the net assets into Restricted Funds for Contingency and Strategic purposes, with the balance \$554,982 being classified as Unrestricted funds.

A COMMITMENT TO MANAGING SUPPLY CHAIN CANADA, ONTARIO INSTITUTE'S INVESTMENT PORTFOLIO

The Finance and Audit Committee is responsible for the management of the institute's investment portfolio. The funds continue to adhere to the investment policy. For the fiscal year the funds delivered a positive return of 16.8% and since the inception of the fund it has generated a return of 6.6% which exceeded the target of CPI + 2% or 3.8%. As of April 30th, 2021 our investment portfolio was valued at \$2,535,724.



LAURA COCUZZI

Chair, Finance & Audit Committee,
Supply Chain Canada, Ontario Institute

ANNUAL FINANCIAL REVIEW

Statement of Operations

Year ended April 30, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Professional development and education	\$ 2,058,746	\$ 1,946,597
Membership dues	861,543	971,695
Other income	462,718	133,089
Investment income	231,098	13,411
Other marketing and membership	130,966	161,855
Conference	–	37,462
	3,745,071	3,264,109
Expenses:		
Management and administration	1,588,384	1,555,074
Professional development and education	695,457	773,338
SCMA National assessment fees	684,679	679,434
Information technology	76,589	55,048
Other marketing and membership	60,904	84,173
Governance	49,534	22,540
Amortization of capital assets	24,712	26,544
Conference	–	15,267
Membership services	–	6,896
	3,180,259	3,218,314
Excess of revenue over expenses	\$ 564,812	\$ 45,795

CELEBRATING

OUR VOLUNTEERS, MEMBERS AND VOLUNTEER REGIONAL AMBASSADORS.

“If everyone is moving forward together,
then success takes care of itself.” – Henry Ford

OUR VOLUNTEERS

Our Association is built for Supply Chain professionals by Supply Chain professionals. Our impact would not have been the same without all of our volunteers. In 2020-2021 we celebrated and acknowledged the many members, volunteers and participants who have contributed to the growth of our association. We would like to thank all our volunteers.

OUR 2020-2021 VOLUNTEERS:

Alma Arzate, CSCMP	Nicola Houston	Kenneth Merkley, CSCMP	Bernie Uhlich, CSCMP
Joanne Au, CSCMP	Matthew Jackson	Anjana (Anita) Nalia	Rashpal Uppal-Assi, CSCMP
Patrick Cain	Sajed Jamali	Wendy Nguyen, CSCMP	Dorina Vendramin, CSCMP
Sanja Cancar-Todorovic	Leopold Koff, CSCMP	Katie Oestebo	Adriana Villasenor-Bustamante, CSCMP
Laura Cocuzzi, CSCMP	Taras Korec, CSCMP	Elis Oh, CSCMP	Jackie Wang
Chris Farinaccio, CSCMP	Sandeep Kumar, CSCMP	Jason Outmezguine, CSCMP	Lorilei White, CSCMP
Julia Formosa, CSCMP	Richard Lough, CSCMP	Mike Sforza	
Karen Fritz	Neville Madan, CSCMP	Brenda Sharp, CSCMP	
Michael Giardetti, CSCMP	Joe Malon	Jason Smith, CSCMP	
Chris (C.J.) Hasson, CSCMP, CFSM	Ross Mason	Sheri Spinks, CSCMP	

OUR MEMBERS

Our long-term members are often stepping forward to be speakers, mentors, VRA's and instructors. This year, we celebrated 382 members during the holiday event, in our e-connect newsletter and in our social media.

We thanked our 40 year and up members by making them honorary life members. We thank all of our members who have committed to our association over the years. Did you know that of our total membership of 3,597 supply chain professionals, we have had the following who celebrated anniversaries last year:

5 year members	82
10 year members	67
15 year members	78
20 year members	54
25 year members	42
30 year+ members	175

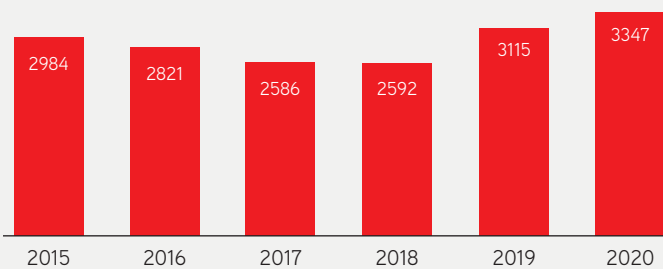
OUR REGIONAL AMBASSADORS

Durham	ELIS OH
Kitchener/Waterloo	LEOPOLD KOFF
London	BRENDA SHARP
Ottawa	JASON SMITH
Ottawa	CHRIS FARINACCIO
Thunder Bay	KEN MERKLEY
Toronto	DORINA VENDRAMIN
Toronto	WENDY NGUYEN
York	SAJED JAMALI
York	JASON OUTMEZGUINE

MEMBERSHIP ACCOMPLISHMENTS

CURRENCY | SPEED | ACCESSIBILITY

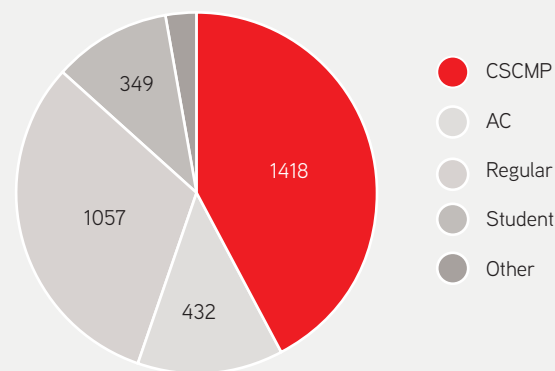
APRIL 30TH MEMBER COUNT



In 2020-2021 we were successful in maintaining membership growth despite the lower renewal rate, resulting from COVID-19.

- Membership bundling with purchase of an event proved to be our most successful new member initiative, attracting 38% of all new members. Leadership Series in particular brought in 321 new members.
- New student members accounted for 21% of all new members.
- 10% of our new members were welcomed into the SCMP Designation Program as Accreditation Candidates and became members as a result.

NUMBER OF MEMBERS



Our Designation Holders continue to be the largest population of members within our association, by a significant margin. When the AC (Accreditation Candidates) or those instream for the Designation are combined with the CSCMP's, those that already hold the designation, our membership is 47% associated with the Designation, which is down slightly from 55% last year.

“While I am very proud of what we have achieved, we still have much more work ahead of us and cannot lose our focus delivering value to members, growing our membership, and remaining financially healthy.”

AL-AZHAR KHALFAN

President and CEO,
Supply Chain Canada Ontario Institute

TRANSFORMATIONS WITHIN MEMBERSHIP

While overall revenue for the department for FY2020-2021 finished very similar to the last two fiscal years, the numbers don't reveal the seismic shift in our business model. Our pricing strategies, delivery medium, and membership approach evolved dramatically while adapting to the circumstances.

Although 2020 proved to be a bigger challenge than we might have anticipated, we were successful in increasing our currency in the marketplace with the agility and speed by which we introduced initiatives that improved accessibility to our resources.

- Introduced Free Live Chats, and Free Monthly Zoom Cafés (removing price barriers).
- Introduced extended measures for renewals by removing administrative fees for payment plans, extending the grace period, and enrolling a record amount of members in our payment installment plan.
- Introduced Group Registration rates for PD events and workshops to encourage teams to attend.
- Introduced more sponsorship opportunities to keep delegate fees low or free.
- Introduced more targeted topics and events to focused vertical markets – Healthcare, Public Sector and Manufacturing
- Introduced more corporate social responsibility topics at member events: Racism, Diversity and Inclusion and Sustainability
- Hosted senior speakers from diverse organizations to share their stories, insights and wisdom:
Staples, The Source, Walmart, Canadian Tire, Loblaw, Challenger Motor Freight, L'Oreal, SAP, Owl, Canada Goose, Clorox, Kinetic GPO, Plexxus, University Health Network, EY, Ottawa Hospital, New Flyer Industries, Bombardier, HP Canada, Maple Leaf Foods, CN, Canada Post, Ecovadis, Nokia, Telus, GM, SAP, L'Oreal, Loblaw, EY, UHN, PwC to name a few.

OPPORTUNITIES

Our vision is to ensure Canadian supply chain professionals and organizations are recognized for leading innovation, global competitiveness, and driving economic growth.

Our mission is to provide leadership to the Canadian supply chain community, provide value to all members, and advance the profession.

In order to deliver on our Vision and Mission, our Membership strategies will continue to focus on growth initiatives targeting both individual members and organizations and groups.

MEMBER ENGAGEMENT APPROACH

- Deliver virtual events that have relevance to specific audiences (Public Sector, Healthcare, Manufacturing, Retail/CPG, Financial Sector and more)
- Grow sponsorships to support accessibility
- Leverage groups and teams to draw more participation and conversions to membership
- Expand partnerships with other associations and organizations to widen our audience and influence

CORPORATE ENGAGEMENT APPROACH

- Support Corporate Training needs with virtual offerings
- Engage senior executives to “give back” and share through mentorship, speaking opportunities and in-class participation
- Continue to seek out Sponsorship and Sponsored Learning events
- Support Corporate relationships by offering bundle packages for private training, open enrollments, membership and where applicable, sponsorship to deliver best value

EDUCATION AND PROFESSIONAL DEVELOPMENT

CURRENCY | SPEED | ACCESSIBILITY



2020-2021 was an unprecedented year for all. However, as an organization we focused whole-heartedly on adding value to our membership and worked on the means to achieve that end.

- 1. PEOPLE:** A cohesive team resulting in a smooth and quick transition to a new way of working. Our values that we, as a team, put in place in 2018-2019 were put to the test when COVID-19 hit. The collaboration and the agility between all staff made our transition to work from home smooth. Our ability to deliver on a great customer experience while adapting to the new way of working has been one of our biggest accomplishments.
 - Pricing adjustment for SCMP workshops for Q1 – Q3. We offered lower pricing for workshops when we moved them online.
 - Team pricing for PD workshops: offered discounted pricing for team attendance.
 - Group attendance for Leadership Series: \$99/participant pricing for member and non-members, including a complimentary membership for non-members.
- 2. PRODUCT:** Deliver top-of-mind content, that is structured to retain attention and is accessible to the supply chain community. Our product strategy made sure we offered various formats of learning – Live Chats, One/Two Day Workshops, Events.
 - Live Chats delivered bite size learnings, addressing top-of-mind issues. PD workshops delivered content that provided in-depth learning opportunities ready to be applied to the work environment. Recognizing the effects of screen fatigue, we changed the delivery of the workshops from being full days to half days, which has been appreciated by the participants.
 - Events, like Leadership Series, delivered accessibility to senior leaders in the industry and an opportunity to hear their thoughts and perspectives directly.
- 3. PRICE:** Easy and wide access for members and non-members. Providing opportunities for everyone to participate so no one gets left behind.
 - Free or minimal cost to attend live chats.
- 4. PROMOTION:** Speed to market while making sure we remain current and accessible.
 - Targeted campaigns for all our offerings.
 - Cross promotion of live chats, professional development workshops and leadership series.
 - Provided renewal offers along with Leadership Series ticket, resulting in earlier renewals.
 - Discounts and workshop bundling: offered discounts for individuals so they could continue their learning and maintain their CPD credits with us.
- 5. PLACE:** Accessible learning through virtual platforms. All offerings moved to a virtual setting.
 - Worked with and trained faculty to move their teachings online.
 - Purchased license to Zoom platform, and upgraded to make sure we accommodated for higher attendance, break out rooms, discussions, etc.
 - Collaborated with Institute partners to allow them to access and leverage SCMP and SMT workshops in a virtual setting.

SOME OF THE KEY HIGHLIGHTS

- Due to the increased sponsorship and the fact that we shifted all our education offerings to a virtual format very swiftly, it enabled us to price our flagship offering of the Leadership Series at 70% less than last year. This led to an increase in registrations by 160%, bringing in 321 new members into our community.
- The introduction of corporate group pricing also led to a seismic shift in the member acquisition strategy as we saw existing members bringing in non-member colleagues to the Leadership Series, who were eventually offered complimentary membership.
- Interest in the SCMP Designation program has gone up significantly as we have now brought down the eligibility criteria from 10 years of experience to 5 years, thereby showing our commitment to grow the SCMP Designation program.



ADVOCACY AND GOVERNMENT RELATIONS

Supply Chain Canada on behalf of Supply Chain Canada, Ontario Institute and other provincial institutes, engages in advocacy so that you, our members, have a strong, respected voice in the development of policy and in critical debates. At no other time was this more crucial than during the last year in which we faced an unprecedented pandemic that upended our daily lives and global supply chains. We observed “supply chain” enter the popular vernacular with government leaders at all levels and mainstream media discussing the central issues you have been grappling with on the ground. One of the first actions we took as an organization was creating the Coronavirus Resources page on our website, a central repository for timely updates and trusted government resources and contacts. Complimentary to this, our COVID-19 Member Survey revealed that over 70% of our members’ companies were being impacted by the pandemic in a multitude of ways.

Beginning in the nascent days of the pandemic, we convened a COVID-19 Task Force of supply chain executives from a range of sectors and industries and policymakers from across the country to discuss challenges across the end-to-end supply chain. They anticipated potential ruptures and sharing tools and mitigation strategies. This forum, the first of its kind in Canada, became the go-to space for government and industry leaders to analyze the impacts of the pandemic on the supply chain from a holistic perspective, looking at all modes of transport, critical sectors like PPE and food, and making recommendations

on post-COVID resilient supply chains. This group planted the seed that would become our Workforce Marketplace, connecting displaced workers in the supply chain with companies that found themselves in need of talent. Building on the work of the Task Force, we appeared before the House of Commons Standing Committee on Industry, Science and Technology in view of its study of the Canadian response to the COVID-19 pandemic. Later in 2020, we were also proud to appear before the Deputy Minister Committee on Economic Frameworks and Inclusive Growth.

At our fully virtual National Conference in October, Anita Anand, Minister of Public Services and Procurement Canada, as well as Navdeep Bains, Minister of Innovation, Science and Economic Development, delivered messages of gratitude to supply chain professionals for stepping up during the crisis and to Supply Chain Canada for being a trusted partner to the government. In addition to the pandemic, the year saw supply chains rocked by labour disruptions, including those at the Port of Montreal. Supply Chain Canada, in partnership with the Canadian Chamber of Commerce and other key industry associations, expressed the critical importance of keeping Canada’s supply chains operating without disruption to guarantee the health and safety of all Canadians. Luckily, our advocacy efforts paid off with the Government of Canada enacting back-to-work legislation in 2021 and averting another catastrophic labour disruption.

Among this flurry of activity, we continued to build relationships with federal and provincial governments, including Transport Canada, Natural Resources Canada, the Canadian Security Intelligence Service (CSIS), Global Affairs Canada, and the Office of the Procurement Ombudsman.

Among this flurry of activity, we continued to build relationships with federal and provincial governments, including Transport Canada, Natural Resources Canada, the Canadian Security Intelligence Service (CSIS), Global Affairs Canada, and the Office of the Procurement Ombudsman. For example, through Global Affairs Canada, we provided advice to Canada’s representative to the G7 Economic Resilience Panel, Carolyn Wilkins, on a long-term framework for economic and supply chain resilience. We also collaborated with Public Services and Procurement Canada as well as CSIS on member-exclusive webinars on topics of critical importance to the supply chain profession. As a member of the Canadian Chamber of Commerce and the North American Strategy for Competitiveness (NASCO), we have contributed to discussions that include the importance of a coherent privacy framework for Canada given the increased digitization of supply chains, North American supply chains and implications of onshoring, workforce mobility and safety during the pandemic, reliance on China for critical inputs and the potential of scaling our battery and critical minerals supply chains, among many others. Most recently, we collaborated with York Region and its municipalities on a hallmark report that assesses the impact and resilience of York Region’s manufacturing supply chain in response to COVID-19. We have also turned our attention to supporting the security of Canada’s food supply chains by taking part in the Chamber of Commerce’s national FoodLink campaign.

There is a quote now made legendary by Albert Einstein: “In the midst of every crisis, lies great opportunity.” Undoubtedly, 2020-2021 has tested us all. It has also pushed us as professionals, and as an association, into the limelight. We are proud to see supply chain among Canada’s fastest growing jobs and continuing to be elevated to the C-Suite and into corporate boardrooms. It is a testament to the excellence of Canadian supply chain professionals. As an association, our north star continues to be our unwavering commitment to elevate the supply chain profession and improve the supply chain system for a more competitive Canada.

And we are just getting started.

GOVERNANCE

2020-2021 BOARD OF DIRECTORS

Supply Chain Canada, Ontario Institute's Board is composed of industry professionals, both members and non-members with diverse backgrounds. Their contribution plays a significant role in helping to strengthen our Association. All Directors are independent volunteers.



TARAS KOREC
CHAIR



BERNIE UHLICH
VICE-CHAIR



LAURA COCUZZI
TREASURER



JULIA FORMOSA
DIRECTOR



MICHAEL GIARDETTI
DIRECTOR



RICHARD LOUGH
DIRECTOR



JACKIE WANG
DIRECTOR



AL-AZHAR KHALFAN
PRESIDENT & CEO

ONTARIO INSTITUTE BOARD



A commitment to improved transparency and raising the profile of the profession and the association in Ontario.

2020-2021 COMMITTEE COMPOSITION

The Board has a standing Audit and Finance Committee, Ethics Committee, Governance and Nominations Committee. In addition to the standing committees, the Board has composed two ad-hoc committees to assist the Board with respect to our Awards Strategy and Membership Engagement Strategy.

AWARDS COMMITTEE

Julia Formosa, Chair
Joanne Au, Patrick Cain, Ross Mason, Sanja Cancar -Todorovic

The Awards Committee acts as a vehicle for enhancing the Association's Brand through the awards framework by engaging with stakeholders to put forward award nominations and to promote the profession, the Ontario Institute and its Members. The Committee reviews submissions against award criteria and requirements and provides recommendations to the Board of Directors regarding Award recipients.

ETHICS COMMITTEE

Joe Malon, Chair
Chris (C.J.) Hasson, Sandeep Kumar, Rashpal Uppal-Assi

The Ethics Committee reviews and determines the appropriate response to ethical complaints received regarding the Ontario Institute's Members and CSCMP designation holders in accordance with the applicable policies and procedures. This includes matters related to the discipline, suspension and expulsion of Members and to defending the CSCMP (Certified Supply Chain Management Professional) designation.

FINANCE & AUDIT COMMITTEE

Laura Cocuzzi, Chair/Treasurer
Matthew Jackson, Michael Giardetti, Neville Madan, Karen Fritz

The Finance & Audit Committee assists the Board in fulfilling its obligations and oversees responsibilities relating to financial planning, the audit process, financial reporting, the system of corporate controls and risk management, and when required, to make recommendations to the Board for approval. The Committee ensures fair presentation of the financial position and results of operations in accordance with accounting principles and ensures that appropriate financial reporting systems and internal controls are maintained and are operating effectively. The Committee also ensures the protection of the Association's assets, provides oversight of the Institute's compliance with legal, regulatory and contractual obligations. The Committee is also responsible for the management and reporting of the investment portfolio on behalf of the Board.

MEMBER ENGAGEMENT COMMITTEE

Bernie Uhlich, Chair
Alma Arzate, Vice Chair
Dorina Vendramin, Sheri Spinks

The Member Engagement Committee ensures that the Ontario Institute develops and successfully executes a plan to achieve membership engagement goals. The Committee advises the Board of Directors and provides feedback to Management through the Board on matters relating to the Association's approach, ideas, best practices and effectiveness for the delivery and perception of member engagement programs and activities in alignment with the SCMA Strategic Framework. The Committee also acts as a vehicle for enhancing the Association's brand and positive member perception of the value of Ontario Institute membership.

GOVERNANCE & NOMINATIONS COMMITTEE

Richard Lough, Co-Chair
Jackie Wang, Co-Chair
Adriana Villasenor-Bustamante, Nicola Houston, Lorlei White, Katie Oesteb

The Governance & Nominations Committee advises the Board of Directors on matters relating to the Association's governance structure and processes. The Committee also ensures that the Board fulfills its legal, ethical, and functional responsibilities through adequate governance policy development, training programs, monitoring of board activities and evaluation of board member performance. On the nominations side, the Committee ensures that the Board of Directors and committees are composed of persons sufficiently qualified and skilled to provide effective leadership to the Association. The Committee makes all reasonable efforts to support the strategic and corporate governance objectives, including succession planning for volunteer leadership, Board development and Board skills assessments. The Committee receives Board nominations and recommends a slate of nominees to be presented at the Annual General Meeting.