



JUNIOR ACHIEVEMENT OF CANADA
ANNUAL REPORT 2003-2004



Mission

To inspire and educate young Canadians to experience free enterprise, understand business and economics, and develop entrepreneurial and leadership skills.

Vision

We will be recognized as vital to the success of our youth in reaching their potential through partnership with business and educators in the nationwide delivery of relevant business learning experiences by inspired volunteers.

Values

Demonstrate trust and integrity in all that we do

Respect youth and believe in their potential

Believe in the free enterprise system and promote entrepreneurial ideals

Encourage and promote volunteerism and volunteer leadership utilizing Canadian business experience

Commit to performance excellence and continually improve all that we do

Embrace collaborative and strategic alliances

Demonstrate leadership and teamwork

Table of Contents

4	Message from the Chair
5	We are JA
6	Message from the President & CEO
7	Student Reach
9	Program Delivery
10	The Year in Programs
12	CANJAC
13	National Student Awards
15	Our Volunteers
16	The Canadian Business Hall of Fame Laureates
17	The Canadian Business Hall of Fame Foundation
18	National Contributors
20	Balance Sheet
21	Statement of Operations
22	Board of Governors
23	Board of Directors and JACAN Staff

Message from the Chair

2004 completes an ambitious three year strategy that focused on seven key initiatives related to strong finances, launch of programs, IT initiatives, and continued reorganization of our operating and governance structure.



Success for the past year is found in the achievement of key operational milestones, including the rollout of a national database structure, a redesign of the JA website and the implementation of our own intranet. From a governance perspective, updates to the Directors Guide, our standard operating agreements and establishing standards of good practice are propelling us toward a stronger JA in Canada. To strengthen our brand, considerable focus has been on building the National Marketing and Communications Committee through new leadership. Last but not most significant, is the work completed in programs, including the development of refreshed and new program content as well as the development of improved program evaluation and impact assessment methods.

With these building blocks in place, we set a clear strategic direction at our annual Joint Chairs and Presidents Forum. We will launch into our next three-year plan with energy and excitement.

I want to thank all Board Members and staff who have helped me in my first year as Chair. I am truly impressed with the thought leadership, energy and passion that exist “for the kids of JA”. Looking forward, it is only going to get better in 2005. January marks the 50th anniversary of JA in Canada. Above all others, this milestone reminds us of the significant impact we’ve had inspiring and educating young Canadians about free enterprise and providing learning experiences to develop their entrepreneurial spirit.

Lynne Clark
Chair, Board of Directors



Canada's Youth

Business Volunteers

Community Partnerships

Sponsors, Educators
Local JA Charters

National Support

Junior Achievement of Canada oversees the growth and expansion of JA charters and programs

World-Wide Organization

Junior Achievement includes 100 member nations and has involved more than six million students

Message from the President & CEO

As I begin my fourth year as President of Junior Achievement of Canada I can't help but think about all of the things that we have accomplished together over these past three years.



The national office and the Charters with the guidance and support of our Boards have worked through a number of challenges and as a result have become much stronger. Our numbers tell us that we have increased our student reach for the fourth year in a row. We declare that JA is "all about kids" and we must not lose sight of this. Every child in Canada should have the opportunity to benefit from the JA learning experience. We have worked diligently to execute on our strategy of program renewal and new program development. We have leveraged technology to support our programs and to improve operational efficiency. We have laid the foundation to strengthen our brand and make JA in Canada a well-known and respected organization.

These things happen with resources. My personal challenge this past year has been to work with The Canadian Business Hall of Fame Foundation on an ambitious fund raising campaign. We have made some significant gains that enabled us to achieve important strategic goals. Our most important resource, however, remains our people. Our board members came through when we asked for their support. Our Charter staff came through when we asked them to participate on a number of national committees and task forces and to make sure our programs reach Canadian youth. Our volunteers have come through in the many different ways that they support our mission.

We are proud to be part of the JA Worldwide organization. The year 2005 marks the fiftieth anniversary of JA in Canada. We truly have much to celebrate!



John T. Saso
President and Chief Executive Officer

Canadian Students Reached by JA Programs in 2003 - 2004

232,804

5%
increase over the previous fiscal year

Program

Secondary

Company Program – A Student Venture (After School)	304 Classes	4,793 Students
Company Program – A Student Venture (In School)	131 Classes	3,730 Students
Business Game	29 Classes	851 Students
Banks in Action	101 Classes	3,030 Students
GLOBE	27 Classes	810 Students
JA TITAN	153 Classes	4,392 Students
Dream Big – A Life Lesson with Tiger Woods	60 Classes	1,800 Students

Middle

ESIS	4,418 Classes	130,841 Students
JA Dollars with Sense	1,017 Classes	29,991 Students
Making Sense of Business	100 Classes	2,910 Students
Canada in the Global Marketplace	8 Classes	240 Students
Personal Economics (French)	7 Classes	210 Students

Elementary

Our Business World (Gr. 5)	1,478 Classes	43,786 Students
Grades 3 and 4 Pilots	26 Classes	770 Students

Charter Specific

Investment Strategies Program	72 Classes	2,160 Students
Diversity in Action	67 Classes	2,010 Students
World of Choices	3 Classes	480 Students



Program Delivery

Class and Student Reach by Market Segment – 2002/03 compared with 2003/04

Market Segment	Classes				Students			
	02/03	03/04	DIF	% Change	02/03	03/04	DIF	% Change
Elementary	1,319	1,504	185	14%	38,435	44,556	6,121	16%
Middle	5,249	5,692	443	8.4%	158,988	168,842	9,854	6.2%
Secondary	952	805	(147)	(15.4%)	24,527	19,406	(5,121)	(20.8%)
Totals	7,520	8,001	531	7.1%	221,950	232,804	10,854	4.9%

Percentage of Program Delivery 03/04, by Market Segment – 2002/03 compared with 2003/04

Market Segment	Classes			Students		
	02/03	03/04	Change	02/03	03/04	Change
Elementary	17.5%	18.8%	1.3%	17.3%	19.1%	1.8%
Middle*	69.8%	71.1%	1.3%	71.6%	72.5%	0.9%
Secondary	12.7%	10.1%	(2.6%)	11.1%	8.3%	(2.8%)

The Year in Programs

Junior Achievement has continued to execute on its program refresh and new development priorities. This work was made possible through the generous support of the TD Financial Group, Deloitte & Touche LLP, the American Express Foundation, the Tiger Woods Foundation, the Imperial Oil Foundation and the John & Lotte Hecht Foundation.

Elementary School Programs – The Business Basics Series Learning Experiences for Grades 3 to 6

The revised Business Basics Program, now called Our Business World was successfully launched in Fall 2003. The series includes programs for grades three through six. The Grade 3 program, Our Community – Jobs, Needs and Tools has been piloted and is available for national

roll out in Fall 2004. Programs for Grades 4 and 6 have been developed for pilot in the fall. Development of the Kindergarten, Grades 1 and 2 programs will not proceed until the NPC has a clear understanding of market demand and Charter delivery capacity.

Middle School Programs – Learning Experiences for Grades 7 to 9

JA Dollars with Sense – this newly revised financial literacy program (formerly Personal Economics) had a successful national launch in September 2003. Feedback on the new program has been extremely positive and many charters plan to expand their delivery of it during the upcoming year.

Economics of Staying in School (ESIS) – Both the English and French versions of JA's most popular program have been revised and updated. A number of Charters have already been delivering the new program but full rollout of the new ESIS will happen in Fall 2004.

Investment Strategies Program (ISP) – This new program developed by JA Southern Alberta has been approved for an extended pilot. JA BC will begin delivery the fall.

Secondary School Programs – Learning Experiences for Grades 9 to 12

Dream Big: A Life Lesson with Tiger Woods – Nine charters successfully piloted this program in 2003. The program was revised based on pilot feedback and JA Central Ontario launched the revised program in Spring 2004 with the delivery of sixty classes. JA in the USA and JA Worldwide have expressed interest in the program and are reviewing program materials.

The Company Program – A Student Venture – JA's flagship program was revised and updated through a

partnership with the Institute of Entrepreneurship at the Richard Ivey School of Business, University of Western Ontario and is available in both English and French. The new program was launched in September 2003.

JA Titan – This online simulation allows a team of players to operate a fictional company, helping them to develop the skills needed to compete in the business world of the 21st century. Many Charters are now delivering this program that replaces the Business Game.

Program Evaluation and Impact Assessment System – Continuous Program Improvement

Significant progress has been made in developing and implementing a national approach to assessing the impact of our programs on student learning and to solicit feedback from key stakeholders – students, volunteers and educators. A system of both paper-based impact

surveys and online satisfaction surveys will be implemented for most programs this fall. Results of the surveys will be used to improve programs, make decisions about our program portfolio and report back to our stakeholders.

Strategic Direction for JA Programs – Developing a New Program Framework

The National Programs Committee (NPC) held a planning session in February 2004 that resulted in a recommendation to adopt a new program framework that would reorient program development from a market segment (e.g. elementary, middle and secondary) approach to

outcomes-based learning streams aligned with our mission. The Board accepted the recommendation pending the development of the project scope and the resources needed to complete a project of this magnitude.

CANJAC 2003

In August 2003, 142 student delegates aged 14-20, 24 volunteer staff and 16 international observers, traveled to Dalhousie University in Halifax, Nova Scotia to be a part of the thirty-third annual Canadian National Junior Achievement Conference (CANJAC).

Hosted by Junior Achievement of Nova Scotia and Dalhousie University, CANJAC attracted students from all Canadian charters and ten countries around the world. The theme “Winning with Teamwork” provided a focus for the week. The study of corporate teamwork placed emphasis on the influence that marketing, process and production and human resources have in business today.

CANJAC is a student business conference that has grown into an exciting international forum where participants from various Junior Achievement programs participate in an examination of the ever-changing goals of business and society. The CANJAC experience provides the opportunity to recognize outstanding achievement during the JA program year, and encourages even greater future accomplishment. Over the years, CANJAC has grown into an exciting and premier Junior Achievement student event. Past participants have included representatives from Argentina, Armenia, Australia, Bahamas, Barbados, Belgium, Botswana, Bulgaria, Cayman Islands, China, Germany,

Guam, Ireland, Ivory Coast, Nepal, Netherlands, Norway, Romania, Russia, Slovakia, South Africa, Sri Lanka, St. Lucia, Swaziland, Sweden and the United States.

Corporate Sponsors

ACOA

Deloitte & Touche LLP

The Printing House

House Sponsors

ABM Integrated Solutions

Clearwater

Concertia Technologies

Imperial Oil

Sobeys

TD Canada Trust

In Kind Sponsors

Canada Bread

Dalhousie University

Dexter's Subaru

JM Schneider Meats

JA Nova Scotia

Saint Mary's University

Stock Transportation

World Trade & Convention Centre

National Student Awards 2003 - 2004

Inspiration Award		Sponsored by: Deloitte & Touche LLP	
Christine Cannon	Marc Antoine Dumais Lampron	Junior Achievement of New Brunswick	Jeunes Entreprises du Québec
Hayat Kirameddine	Laura Tegelberg	Junior Achievement of Northern Alberta & NWT	Junior Achievement of Central Ontario
Award for entrepreneurship and The Nigel Martin Memorial Award		Sponsored by: Mr. Seymour Schulich	
Marie Droley-Noel	Kimberley Mosher	Jeunes Entreprises du Québec	Junior Achievement of Nova Scotia
Tim Nyborg	Laura Stanford	Junior Achievement of Saskatchewan	Junior Achievement of Nova Scotia
Laura Tegelberg	Brett Weil	Junior Achievement of Central Ontario	Junior Achievement of Central Ontario
Company of the year		Sponsored by: The Canadian Chamber of Commerce	
After Hours	Counselled By:	Junior Achievement of Central Ontario	Procter & Gamble
Kids Help Foundation Scholarship		Sponsored by: Kids Help Foundation	
Ben Dick		Junior Achievement of Waterloo Region	
Evelyn Ruskin Junior Achievement Scholarship		Sponsored by: The Hunter Family	
Alex Adair		Junior Achievement of New Brunswick	
The Richard Ivey School of Business, Entrepreneurship Institute Scholarship For Entrepreneurship		Sponsored by: The Richard Ivey School of Business	
Marion Viau		Jeunes Entreprises du Québec	
Most Valuable Achiever		Sponsored by: C. Lorraine Beech	
Brett Weil		Junior Achievement of Central Ontario	
TD Canada Trust Fund Scholarship		Sponsored by: TD Canada Trust Fund	
Alaina Lagrou		Junior Achievement of London & District Inc.	



Our Volunteers

H.E. Miskiman Leadership Award 2003 – Peter Walchuk

“Peter is a true champion of the JA cause through active volunteering spanning a twenty-five year period.”



The success of Junior Achievement programs depends on the active involvement of volunteers from the business community. During the 2003-2004 school year, more than 12,000 volunteers across Canada contributed time and energy to help young people achieve a greater understanding of the role of business in our community. JA volunteers are an important source of inspiration for young people in search of positive role models. Classroom volunteers make economic concepts relevant, fuel the entrepreneurial spirit and challenge the students to excel.

The H.E. Miskiman Leadership Award recognizes and honours Junior Achievement volunteers from all sectors of our organization who have advanced the goals of Junior Achievement both locally and nationally.

Peter Walchuk of Junior Achievement, Niagara Peninsula – now Junior Achievement of South Central Ontario,

began his involvement with JA as a student in the Company Program more than twenty-five years ago. After his experiences as an Achiever he continued his involvement as an Advisor with the Company Program and has maintained an ongoing involvement with JA in the Niagara Region as a board member and fundraiser.

Peter is described as an exemplary supporter, leader and role model who has championed JA in the Niagara Region, including being a strong advocate of the regionalization process. As an alumnus of the Company Program, he has brought tremendous insight to the program as an Advisor and has shared what he has learned from his own progressive career with TRW Automotive. Peter has ensured that TRW has been a JA sponsor for the past 15 years, including providing free program and office space for JA Niagara Peninsula. Peter proudly acknowledges that JA runs in the family - his son is also a JA alumni, having been involved with the JA Company Program for three years.

The Canadian Business Hall of Fame Laureates 2003 - 2004

Established by Junior Achievement of Canada in 1979, The Canadian Business Hall of Fame celebrates the lifetime accomplishments of Canada's most distinguished business leaders, past and present.

Every year, four Laureates (including one historic nominee) are selected for induction into The Canadian Business Hall of Fame for their enduring contributions to the economic development of our nation and to the products, processes, efficiencies and human relations of business.

Nominated by their peers, inductees are selected by an independent selection committee representing Canada's foremost business, academic and media institutions.

Members of The Canadian Business Hall of Fame serve as inspiring examples for all young Canadians and are featured in a rotating display in the Allan Lambert Galleria, located at BCE Place in Toronto, Ontario.



David O'Brien



Gordon Roy
McGregor



Richard Haskayne



Gerald Schwartz

The Canadian Business Hall of Fame Foundation

The Foundation aspires to provide sufficient funding, role models and other assistance to Junior Achievement to educate all young Canadians to value free enterprise and develop entrepreneurial and leadership skills.

The Canadian Business Hall of Fame Foundation (CBHFF) functions as the national fundraising organization for Junior Achievement of Canada. The Board is comprised of distinguished Canadian business leaders committed to helping raise funds to support the operations of the national office and projects of national scope.

Just as Junior Achievement of Canada seeks "to inspire and educate young Canadians to experience free enterprise, understand business and economics and develop entrepreneurial and leadership skills", the principal purpose of the CBHFF is to provide a dynamic focus of philanthropy for Junior Achievement of Canada, raising funds to support the advancement of the JACAN Mission and programs Canada wide.

The CBHFF invites business and individuals to support Junior Achievement of Canada's core business – the development of business education programs. This support includes research to create and market-test new programs, revision of existing programs as well as providing the required technological and marketing support. Junior Achievement of Canada conducts this important work for the Chartered Organizations who deliver programs to youth across the country. The goal is to ensure that the financial resources are available to support the development of programs that are of high quality, relevant and inspirational for Canadian youth – our future leaders.

As partners, The Canadian Business Hall of Fame and Junior Achievement share a vision of the future in which every young person in Canada has access to the JA learning experience.

National Contributors

Junior Achievement of Canada and The Canadian Business Hall of Fame Foundation gratefully acknowledges Junior Achievement's contributors for their generous support and ongoing commitment to kids.

Governor's Club \$100,000+



American Express Foundation
Bell Canada
Bell Canada Enterprises Inc.
Deloitte & Touche LLP
Imperial Oil Foundation
TD Bank Financial Group

Chairman's Club \$50,000 - \$99,999



CIBC
Lotte & John Hecht Memorial Foundation

President's Club \$25,000 - \$49,999



BMO Financial Group
Dobson Foundation
General Electric
George Weston Limited
RBC Financial Group

Major Gifts \$10,000 - \$24,999



Acklands Grainger Inc.
Bell Globe Media
Caldwell Partners International
Citibank
Congress Financial Corporation
EnCana Corporation
Haskayne and Partners
Hunter Keilty Muntz & Beatty Limited
Lombard Canada Ltd.
Ogilvy Renault
Onex Corporation
Osler, Hoskin, Harcourt LLP
Power Corporation of Canada
Proudfoot Consulting Co.
TransCanada Pipelines
Transcontinental Inc.
Wintermans, J.

Major Gifts \$5,000 - \$9,999



Allstream
Bata Limited
Bombardier Inc.
CanWest Global
Clark, L.
CN
Diamond, S.
Dophes Ltd.
Heffernan, G.R.
JP Morgan Chase
Maple Leaf Foods Inc.
McCain Foods Limited
Ontario Power Generation
PriceWaterhouse Coopers
Ritchie, C.E.
Stikeman Elliott LLP
Taylor, C.
Tembec Industries Inc.
Wrigley Canada
Xerox Canada

Major Gifts \$1,000 - \$4,999



3803589 Canada Inc.
Beech, C.L.
Cohen, A.
Dagenais, C.
E.W. Bickle Foundation
Four Seasons Hotels Limited
FundSERV Inc.
Gendis Inc.
Haskayne, R.
Henry White Kinnear Foundation
Hogarth, H. & G.
Korn/Ferry International
National Life
Newall and Associates
Redner Group
Sawyer, L.J.
Schwartz, G.
Valerie Campbell & Associates

General Gifts Up to \$999



Amlani, A.
Anderson, F.
Boiler Inspection & Insurance Co. of Canada
Bristow, D.
British Midlands
Day, Sir Graham
de Pencier, M.
Dowsett, R.C.
Drader, C.
Dynamic Fund Foundation
Fawcett, A.M.
Godsoe, P.
Goldcastle Investments Limited
Hogarth, A.
Hood Packaging Corporation
IBM Canada Ltd.
InterBase Consultants Ltd.
King, G.
McCarthy Tetrault
SNC Lavalin Inc.
Solari, C.
Tilly, G.A.
Wotherspoon, K.

Partners



Cohn & Wolfe
Spencer Stuart

Gifts In Kind



ARTiculationGroup
Canadian Business Magazine
Chateau des Charmes
ENO/Education Network of Ontario
Fairmont Hotels & Resorts
IBM Foundation
L(earn)2
MA&D
Moneris
Report on Business Television
Solari Designs
Stikeman Elliott LLP
The Printing House
Wintergreen Florist Ltd.

National Award & Scholarships



Beech, C.L. (in memory of C.Allen Beech)
Canadian Chamber of Commerce
Deloitte & Touche LLP
Hunter Family (in memory of Evelyn Ruskin)
Imperial Oil Foundation
Joseph L. Rotman Charitable Foundation
Kids Help Foundation
Richard Ivey School of Business, Entrepreneurship Institute
Rogers Wireless
Schulich, S.
Schulich, S. (in memory of Nigel Martin)
TD Canada Trust

Balance Sheet

As at June 30, 2004

	Operating Fund	Restricted & Special Projects Fund	Capital Asset Fund	Endowment Fund	Total 2004	Total 2003
Assets						
Current Assets	234,078	208,791	-	194,200	637,069	693,603
Capital Assets	-	-	10,832	-	10,832	14,898
Total Assets	234,078	208,791	10,832	194,200	647,901	708,501
Liabilities & Fund Balances						
Current Liabilities	196,379	144,905	-	-	341,284	415,963
Fund Balances	37,699	63,886	10,832	194,200	306,617	292,538
Total Liabilities & Fund Balances	234,078	208,791	10,832	194,200	647,901	708,501

These summarized financial statements include the records of Junior Achievement of Canada only, and do not include activities of any JA Chartered Organization. The complete audited financial statements, reported on by Grant Thornton LLP, Chartered Accountants, are available upon request.

Statement of Operations and Changes in Fund Balances

For the year ended June 30, 2004

	Operating Fund	Restricted & Special Projects Fund	Capital Asset Fund	Endowment Fund	Total 2004	Total 2003
Revenue						
Contributions	416,801	416,600	-	-	833,401	543,620
Development Grants	-	318,040	-	-	318,040	664,466
Contests, Awards and Scholarships	-	15,000	-	-	15,000	12,000
Operations	328,713	-	-	4,122	332,835	280,636
	745,514	749,640	-	4,122	1,499,276	1,500,722
Expenses						
Organization & Project Management	395,070	88,570	7,145	-	490,785	671,004
National Awareness & Communications	126,848	-	-	-	126,848	126,921
Contests, Awards & Scholarships	-	17,000	-	-	17,000	14,000
Charter Support & Development	192,203	264,451	-	-	456,654	407,494
Program Development & Delivery	-	264,477	-	-	264,477	523,995
National IT Support and Development	69,015	60,418	-	-	129,433	118,079
	783,136	694,916	7,145	-	1,485,197	1,861,493
Changes in Fund Balances						
Excess/(Deficiency) of Revenues Over Expenses	(37,622)	54,724	(7,145)	4,122	14,079	(360,771)
Fund Balances, Beginning	76,278	7,162	14,898	194,200	292,538	653,309
Inter-Fund Transfer	(957)	2,000	3,079	(4,122)	-	-
Fund Balances, Ending	37,699	63,886	10,832	194,200	306,617	292,538

Board of Governors



David R. Allgood
Executive Vice President and General Counsel
ROYAL BANK FINANCIAL GROUP

Scott Anderson
President & CEO
NECHO

Sonja Bata, O.C.
Director
BATA LIMITED

Peter Bentley, O.C.
Chairman
CANFOR CORPORATION

André Bérard
Retired Chairman
NATIONAL BANK OF CANADA

J. Lorne Braithwaite
CEO
PARK AVENUE CONSULTING

David Burnell

David S. Chernow
President & CEO
JA.WORLDWIDE

John E. Cleghorn
Chairman of the Board
SNC-LAVALIN GROUP INC.

Greg Cochrane
President
LIBERTY PARTNERS

George Cohon, O.C.
Founder & Senior Chairman
MCDONALD'S RESTAURANTS OF CANADA LTD.

Robert Dowsett
President
ROBERT DOWSETT CONSULTING

Ivan Duvar
President
MIJAC INC.

Stuart Eagles
Consultant
ONTARIO PENSION BOARD

The Honourable J. Trevor Eytan, O.C.
Chairman, Group Advisory Board
BRASCAN CORPORATION

Guy Fréchette
Quebec Managing Partner
ERNST & YOUNG

Peter Godsoe
Retired Chairman of the Board
SCOTIABANK

Niles Goodman
Chairman, President & CEO
DUNDEE BANCORP INC.

J. Lindsay Gordon
President & CEO
HSBC BANK CANADA

Steve Gordon
President & CEO
THE REGIONAL GROUP OF COMPANIES INC.

John Grainger
Former President & CEO
LAIDLAW INC

Kerry L. Hawkins
President
CARGILL LIMITED

Albert Hickman
President
HICKMAN MOTORS LTD.

Bryce Hunter
Chairman
HUNTER, KELTY, MUNTZ AND BEATTY INTERNATIONAL INSURANCE BROKERS

Don Jackson
Chairman
PARKVIEW CAPITAL CORP.

Ron Jamieson
Senior Vice President
Aboriginal Banking
BANK OF MONTREAL

Paul Jones
Publisher, Maclean's
Senior VP News & Business
Group
ROGERS MEDIA-PUBLISHING

Ted Kennedy
Retired President (Current Board of Director)
FOOT MAXX INC.

John Kyle
Vice President & Treasurer
IMPERIAL OIL LIMITED

Jon Love
Managing Partner
KINGSTREET CAPITAL PARTNERS

Wes MacAleer
MLA Charlottetown-Spring Park
GOVERNMENT OF PEI.

Ian Madell
Sr.VP Marketing & Product Development
TEKNIION CORP.

Steve Mantle
Director & Vice President
Wealth Management
RBC DOMINION SECURITIES INC.

David Matheson, Q.C.
Partner Corporate Commercial Dept.
MACMILLAN BINCH

Sydney McMorran
Retired Vice Chairman
TD BANK FINANCIAL GROUP

Jack Messer
President
DUCKS UNLIMITED

Minhas Mohamed
Founder and Managing Partner
M.M.VENTURE PARTNERS

Miles Nadal
President, Chairman & CEO
MCS CORPORATION

Harry O'Connell
Owner-President
MICROAGE COMPUTERS

William Packham
President & CEO
ROCKWATER CAPITAL CORPORATION

John Pollock
Chairman & CEO
ELECTROHOME LIMITED

Don Reimer
Chairman & CEO
REIMER EXPRESS WORLD CORP.

Royden Richardson
Managing Director
FAIRLANE ASSET MANAGEMENT

Sanford Riley
President & CEO
RICHARDSON FINANCIAL GROUP LIMITED

Cedric Ritchie, O.C.
Corporate Director
FORMER CHAIRMAN & CEO
SCOTIABANK

Edward Rogers, O.C.
President & CEO
ROGERS COMMUNICATIONS INC.

Joseph L. Rotman, O.C.
Chairman & CEO
ROYL CAPITAL CORPORATION

Seymour Schulich
Chairman
NEWMONT CAPITAL LTD.

Hugh Sloan, Jr.
Deputy Chairman
THE WOODBRIDGE GROUP

Harry Steele
Chairman
NEWFOUNDLAND CAPITAL CORPORATION LIMITED

Mary Alice Stuart, C.M.
Chairman Emeritus
CJRT-FM INC.

David Sudbury
Vice President of Fixed Operations
HONDA CANADA INC.

Allan Taylor, O.C.
Retired Chairman & CEO
ROYAL BANK FINANCIAL GROUP

Galen Weston, O.C.
Chairman & President
GEORGE WESTON LIMITED

Dr. John Wood

Ron Yamada
Retired Executive Vice President
MDS INC.

Board of Directors



CHAIR
Lynne Clark
Partner, Financial Services Industry
DELOITTE & TOUCHE LLP

VICE CHAIR & PROGRAMS CHAIR
Carey Drader
Director and Client Solutions Executive
IBM GLOBAL SERVICES - CANADA

TREASURER
Georgina Owen
Partner
DELOITTE & TOUCHE LLP

SECRETARY & LEGAL COUNSEL
Simon Romano
STIKEMAN ELLIOTT, LLP

IT CHAIR
Michael Foulkes
President & CEO
TD WATERHOUSE UK

MARKETING CHAIR
Alan Roberts
Vice President Marketing
THE PRINTING HOUSE LTD.

BOARD AFFAIRS & NOMINATING COMMITTEE CHAIR & PAST CHAIR OF THE BOARD
Jim Jasper
TALISMAN CONSULTING SERVICES LTD.

ATLANTIC REPRESENTATIVE
Glenn Barnes
Vice President, Director, Senior Architect
A E CONSULTANTS LTD.

EASTERN ONTARIO REPRESENTATIVE
Cliff Clark
Manager, Sales and Delivery
Central Region
ENBRIDGE CONSUMERS GAS INC.

CENTRAL ONTARIO REPRESENTATIVE
Ian Wick
KEYSER MASON BALL LLP

WESTERN ONTARIO REPRESENTATIVE
John Harte
Resident Auditor, St. Catharines Plants
GENERAL MOTORS OF CANADA LTD.

QUEBEC REPRESENTATIVE
Eric Poirier
President
PLUS-COM MARKETING INC.

WESTERN REPRESENTATIVE
Trent Johnsen
Chief Executive Officer
SHIFTNETWORKS INC.

NOVA SCOTIA
Joe Wilkie
Vice President
WBLI INCORPORATED

NEW BRUNSWICK
J.E. Britt Dysart
Stewart Mckelvey Stirling Scales

NEWFOUNDLAND & LABRADOR
Glenn Barnes
Vice President, Director, Senior Architect
A E CONSULTANTS LTD.

PRINCE EDWARD ISLAND
Brian McMillan
Vice President of Programs
HOLLAND COLLEGE,
MONTGOMERY HALL

QUEBEC
Eric Poirier
President
PLUS-COM MARKETING INC.

CHATHAM-KENT
Mike Matteis

DURHAM
Douglas Watson
Contract Manager
EDS CANADA INC.

GRAND ERIE
Kim Walker
MOHAWK COLLEGE

GUELPH
David Gray

HALTON
Bob Latham
RFL CONSULTING

LONDON & DISTRICT
Terry Off
Vice President, General Manager
VYTEC

NIAGARA
Don Inouye (outgoing)

OTTAWA-CARLETON
Coralie Lalonde (outgoing)
CEO
KATSURA INVESTMENTS

PEEL
Ian Wick (outgoing)
KEYSER MASON BALL LLP

SARNIA-LAMBTON
Ajay Badhwar (outgoing)
DOW CHEMICAL CANADA

TORONTO & YORK REGION
Janet Dalicandro
ENRICHMENT ENTERPRISES INC.

WATERLOO
Mark Kreller
President
KRELLER COMMUNICATIONS

BRITISH COLUMBIA
David Smithers
SIERRA SYSTEMS

MANITOBA
Bob Stewart

NORTHERN ALBERTA
Rick Harvey
Director
WESTERN MANAGEMENT CONSULTANTS

SOUTHERN ALBERTA
Frank Hawkins
Director Corporate Finance
TRANSALTA CORPORATION

NORTHERN SASKATCHEWAN
Bob Seel
Investment Advisor
RAYMOND JAMES LTD.

Staff



Claudia Bishop
Director of Finance & Administration

Geoffrey King
IT Consultant & Project Manager

Lisa MacDonald
Marketing Consultant

John T. Saso
President & CEO

L. Jeanie Sawyer
Executive Vice President

Joanne Walker
Executive Assistant



Junior Achievement of Canada

2275 Lakeshore Blvd. West, Suite 306, Toronto, ON M8V 3Y3

Tel: (416) 622-4602 Fax: (416) 622-6861

To find the JA Charter in your region,

call 1-800-265-0699 or visit www.jacan.org

Charitable Registration Number: 10755 4222 RR0002

The Junior Achievement name and logo are registered trademarks of Junior Achievement of Canada. Business Basics, ESIS (Economics of Staying in School), JA Business Game, JA Titan, GLOBE (Global Learning of the Business Enterprise), Banks in Action, dream big: A Life Lesson with Tiger Woods and Company Program – A Student Venture are all trademarks of Junior Achievement of Canada.



PRINTING GENEROUSLY DONATED BY THE PRINTING HOUSE LIMITED.