



U-PASS BC Business Case

Sponsored by:

Vancouver Community College
Emily Carr University

September 11, 2016

Corporate Overview

Succeed Solutions Inc. was formed in 2004 to provide a range of management consulting services aimed at ensuring clients succeed in achieving their business goals. Whether the goal is a small improvement or major transformation, is at the strategic, tactical or operation level, we can help. We leverage industry best practices and innovative techniques to develop strategic visions and plans, develop business cases and deliver solutions that align people, process, policy and technology. We aim to deliver measurable business improvement every time and our track record for success is exceptional. **When our Customers Succeed, We Succeed.**

OUR SERVICES

We maintain skills, knowledge and expertise in a variety of disciplines involved in designing and optimizing an organization. Our service offerings include:

- Strategic, Tactical and Operational Business Planning
- Business analysis and research
- Business Process Management
- Customer Experience Management
- Executive Planning & Coaching
- Information Management Consulting
- Business Modelling
- Business Case Development
- Facilitation
- Organizational Change Management
- Project Management
- Governance
- Performance Measurement

For every engagement, we utilize project management and organizational change management practices. We are continually focused on achieving timely positive results with effective meaningful stakeholder engagement every step of the way.

OUR VALUE

What makes us stand-out is:

- **Our focus on quality and customer satisfaction:** Our service guarantee and our reputation is built on achieving customer satisfaction. To that end, we repeatedly achieved high satisfaction ratings from our customers. We aim to deliver measurable results every time, and ensure our customers are positioned to continue to reap the benefits of our work long after we are done.
- **Our ability to see strategy through to implementation:** We deliver holistic business solutions from strategy to implementation and through to continuous improvement. Regardless of the size of the organization or assignment, we have the breadth and depth of skills to take concepts through to practice, across multiple disciplines.
- **Our commitment to best practices:** We stay current on industry trends, regularly attend and speak at international conferences, and maintain memberships and certifications with several industry standards organizations. We start with best in class methods and models and tailor these to the needs and culture of the customer's situation.
- **Our competitive rates:** We do not have surcharges or administrative fees. We keep our rates competitive and offer good value.

OUR LOCATION

The office of Succeed Solutions is based in Victoria, with consultants that operate out of Victoria, Vancouver and Toronto. Our team is a remote enabled workforce and is equipped with the necessary insurance, workstations, and software required. We can work remotely or on-site if desired.

OUR CONSULTANTS

Succeed is comprised of a team of qualified professional consultants with complementary skills that enjoy working together to help our clients succeed. Our consultants have no biases or affiliations that would otherwise influence recommendations to our customers. We are focused solely on what is best for our customer’s organization and maintain confidentiality with every engagement.

Clients have repeatedly acknowledged the value they receive from our consultants and the work that we do. We look forward to delivering the same exceptional value for you.

SECTOR EXPERIENCE

We pride ourselves on the breadth of sector experience we have. This variety of experience allows us to cross-pollinate ideas and challenge paradigms, by leveraging strategies deployed in other sectors. This is a significant advantage in bringing innovative ideas to our clients. Our sector experience includes:

Financial Services	Consumer Services	Social Services	Land Base Services	Government Services
Banking	Manufacturing	Health	Transportation	Federal
Insurance	Large Retail	Education / Adv. Ed.	Natural Resources	Provincial
Finance	Small Business	Enforcement	Land Management	Municipal
Pension	Service Delivery	Labour Market	Property Assessment	Crown

CLIENTS

The following customers have benefited from our services:

- BC Assessment Authority
- BC Vital Statistics
- BC Integrated Land Management Bureau
- BC Natural Resource Sector
- BC Ministry of Community Aboriginal & Women’s Services
- BC Ministry of Fisheries,
- BC Ministry of Technology Innovation & Citizens Services
- Vancouver Community College
- BC Ministry of Regional Economic & Skills Dev.
- BC Ministry of Sustainable Resource Management
- BC Ministry of Transportation and Infrastructure
- BC Pension Corporation
- BC Ministry of Education
- Elections BC
- Service BC
- Export Development Canada
- Insurance Corporation of BC (ICBC)
- BC Centre for Disease Control
- BC Institute of Technology (BCIT)
- BC Ministry of Agriculture
- BC Ministry of Environment
- BC Ministry of Finance
- BC Ministry of Human Resources
- BC Ministry of Municipal Affairs
- BC Ministry of Public Safety & Solicitor General
- BC Ministry of Social Services
- TransLink
- BC Ministry of Water, Land and Air Protection
- BC Public Service Agency
- Emily Carr University
- Federal Department of Fisheries and Oceans
- Vancouver Community College
- Land and Water BC
- Public Sector Employer Council

Our Understanding

The U-PASS BC program was established across Metro Vancouver in 2010. Previous to this, it was called U-Pass and only included SFU, UBC, Langara and Capilano. The program was adopted by students through a referendum that imposed a mandatory fee of \$25/month for every student in return for unlimited access to regional transit. The program was eventually adopted by all lower mainland post-secondary institutes at varying but relatively low rates. At that time, government provided a \$28M subsidy to the program benefiting over 150,000 students who represent 14% of TransLink's source of revenue.

Over time, the cost to students has grown at a rate higher than inflation (currently at \$39.50/month and will top out at \$41/month on May 1, 2017) and subsidies have grown marginally (currently at \$34M). It is becoming unaffordable for students and there is a growing concern that government will not continue to subsidize it to the extent they have in the past. The future of this hallmark program that is unique in North America is at risk.

The goal of this business case is to explore options and put forward recommendations to government to ensure a sustainable U-PASS BC program. The current program is due to expire in spring of 2018. Securing long term provincial funding for the program and regulating the annual fee increases to a maximum of 2% is desirable.

This proposal outlines an approach to delivering a business case and lays out options and recommendations with supporting data, to be brought forward to government to influence their decision making around the future of the U-PASS BC program.

Scope and Deliverables

The scope of work is focused on the information gathering, research, analysis, and preparation of the Business Case. It is also about ensuring the perspectives of the students and post-secondary institutions are heard and well represented in the Business Case. Our stakeholder engagement will be limited primarily to the student union representatives and other sources of information (e.g. other jurisdictions, etc.) however, we will be supporting the broader stakeholder engagement strategy to obtain awareness and support from key authorities (e.g. municipal, BC Transit, TransLink, Ministry of Transportation and Infrastructure). The goals of meeting with these key authorities are as follows:

1. Gather information to build an understanding of the current situation,
2. Understand what is working and not-working well with the current U-PASS BC program, and
3. Clarify their needs and expectations in terms of metrics and KPI's to measure the successful outcome of the project.

In summary, the key deliverables are:

- Business Case & supporting information
- Stakeholder Engagement Strategy advice and support

Team

It is assumed that Tiffany Ottahal and Lori Macdonald will be the Project Sponsors providing direction to the business case development team. It is assumed that a Steering Committee will be formed with broader stakeholder representation to provide essential input and guidance to the business case. The business case development team will be comprised of two management consultants:

- Denise Owen, who will lead this work doing the bulk of the strategizing, facilitation, and writing, and
- Nigel McNabb who will conduct information gathering, research and analysis

Denise has 30 years of experience as a management consultant and has written numerous strategies and business cases for her clients. Some relevant highlights of her skills and experience are:

- Prepared strategic business plans for organizations such as Community Living BC and Service BC
- Developed business cases for organizations such as Ministry of Technology, Innovation and Citizens Services, BCIT, VCC and numerous others.
- Have approximately 3 years' experience in the Advanced Education Sector including work for Vancouver Community College, Emily Carr University and BCIT.
- Consulted to TransLink for a period of 5 years providing business cases, strategic business plans, procurement, facilitation services, information management solutions and various business advisory services.
- Consulted to the Ministry of Transportation for a period of 2 years, primarily in the real estate division, providing planning, executive coaching, business model development and general management consulting.
- Played the role of thought leader on large transformation initiatives such as ICBC's \$500M Claims redesign project.
- Hold a degree in Computing Science and Economics
- Certified in Organizational Change Management, Business Process Management, and Business Rules
- Speaks regularly at conferences on improving business capability.

Nigel McNabb has 9 years of experience providing business models, performance measurement frameworks, business cases and case studies for both private and public sector clients.

- Prepared strategic business plans for organizations such as Delta Police Department, WorksafeBC and BC Ferries.
- Developed business cases for organizations such as Service BC, Delta Police Departments, Ministry of International Trade and many others.
- Conducted information gathering, research, analysis and benchmarking to support business case development for Victoria Police Department, City of Kelowna and Ministry of International Trade to name a few.
- Developed a number of complex financial models to support high profile business cases for Service BC, Royal Bank of Canada and Sears Canada.
- Developed organizational wide performance measurement frameworks for Service BC, The Royal Bank of Canada and IProgen Biotech.
- Holds a Master's in Business Administration from the Richard Ivey School of Business and a degree in Biology from UBC. Have completed specialized courses in financial model development.
- Certified in Business Process Management.

For further details about Denise and Nigel's skills and experience, refer to the appendix.

Approach and Schedule

The following is a proposed list of activities, schedule and effort estimates. This is only a starting point for discussion with the project sponsors to provide a basis for estimation. This approach will be reviewed and refined as part of the initial phase of the project, to ensure we have a cohesive plan that is agreed to. We have assumed a start of September 19 and made several other assumptions regarding the timeline and effort which can be adjusted as necessary.

Phase	Tasks	Start	End	Effort Denise	Effort Nigel
Initiation & Orientation	<ul style="list-style-type: none"> - Gather background information - Understand the stakeholders, expectations and critical success factors - Review and refine the plan 	Oct 03	Oct 14	10	5
Information Gathering	<ul style="list-style-type: none"> - Interview student union representatives (7) - Interview 2-3 municipalities (3) - Interview representatives at TransLink (2) - Interview representatives at MOT (2) - Conduct scan of other jurisdictions (5) - Review compass card data - Identify data gaps and a strategy to close them - Document findings - Review with the Steering Committee 	Oct 10	Nov 10	20	60
Formulate Options	<ul style="list-style-type: none"> - Begin to formulate options - Review with the Steering Committee - Detail options including costs, features, terms, conditions, etc. - Draft recommendation - Review detailed options and recommendations with the Steering Committee - Adjust and refine the options and recommendations 	Oct 31	Dec 9	15	40
Package the Business Case	<ul style="list-style-type: none"> - Prepare the business case document and get feedback from the Steering Committee. - Review and validate the document with key stakeholders (e.g. sample group of students, etc.) - Finalize the business case for stakeholder presentation 	Nov 21	Dec 16	30	20
Support for stakeholder engagement	<ul style="list-style-type: none"> - Provide advice and guidance on the stakeholder engagement strategy. - Provide presentations and briefing materials as required to support the lobby efforts - Make adjustments to the business case based on feedback from stakeholders (e.g. Municipalities, BC Transit, TransLink, MoT, etc.) 	Dec 1	Mar 31	20	20
Manage the assignment	<ul style="list-style-type: none"> - Monitor and control budget - Report progress - Mitigate risks/issues - Conduct quality reviews - Ensure expectations are being met 	Sep 19	Mar 31	15	10

Pricing

We suggest a time and material contract for this work, as the depth and breadth of research and documentation is uncertain. Under this type of contract, we report our actual effort on a regular basis and provide forecasts for work remaining so that you can guide us as to where you would like us to spend more or less effort as you see fit. This approach ensures that there are no surprises and allows you to manage the effort and budget tightly.

Fees:

Rates and effort estimates are as follows:

Resource	Rate	Estimated Effort hrs	Estimated Costs
Denise Owen	\$140.00	110	\$15,400
Nigel McNabb	\$100.00	155	\$15,500
			\$30,900

Estimated costs of \$30,900 is in Canadian dollars exclusive of tax.

Expenses:

Both Nigel and Denise reside in Victoria. We anticipate a trip / month for a total of 4 trips each and 8 overall at a cost of \$300/trip. Estimated expenses are \$2,400.

Total value of the contract is \$33,300

APPENDIX – Resumes

Denise Owen



Qualification Summary

- Strategic Business Planning
- Business Architecture
- Business Process Management
- Business Transformation
- Organizational Change Management
- Information Management Consulting
- Project Management
- Facilitation
- Business Cases and Treasury Board Submissions
- Business Rules Analysis

Denise has been designing and delivering business and IT solutions for over 25 years. She is certified in Organizational Change Management, Business Process Management, and Business Rules, and holds a Bachelor of Science degree in both Computing Science and Economics. With a breadth and depth of expertise in systems, policies/rules, process, and people change management she utilizes leading industry methods to drive holistic business change from strategy to implementation and through to continuous improvement. Denise has worked for clients such as VCC, TransLink, ICBC, BC Assessment Authority, BC Pension Corporation and various BC Ministries. She has worked with CEO and Executive level through to front line staff to facilitate change. Denise has experience in a variety of sectors including Natural Resources, Social Services, Advanced Education, Manufacturing, Insurance, Land Management, Finance and Transportation. As business transformation thought leader and project manager, she has established business cases, designed business models, and led multi-million dollar business transformations for her clients. She is results oriented and passionate about providing solutions that deliver measurable value.

Sector Experience

Natural Resources	Transportation	Finance/Pension	Federal Government
Social Services	Insurance	Advanced Education	Provincial Government
Land Management	Enforcement	Health	Local Government

Job History

Succeed Solutions	2004 - Present	President
Oversees a team of independent contractors who provide management consulting and information management services to public and private sector clients.		
CGI	2011-2014	Director of Management Consulting for BC

Responsible for managing 25 staff and the delivery of management consulting services to BC clients. CGI is Canada's largest IT and Management consulting services provider.

Pangaea Systems 1997-2004 Director

Managed 30 staff in the delivery of IT and management consulting services primarily to the BC Government. Pangaea was one of Western Canada's largest independently held IT services companies.

BC Environment 1990-1997 Senior Business Analyst

Responsible for managing IT budgets, managing projects, conducting business and systems analysis, performing quality assurance and overseeing systems development initiatives.

BC Systems Corp 1986-1990 Business Analyst

Performed systems analysis, quality assurance, and software development.

Education

- 2014 Organizational Change Management (Adpro)
- 2008 Business Policy/Rules Professional (Attaining Edge, Texas)
- 2008 Strategic Planning / Business Process Professional (Boston University)
- 1994 Information Technology Management Professional (Banff Centre for Management, Alberta)
- 1986 Bachelor of Science in Computing Science & Economics (University of Victoria)

Related Seminars and Courses:

PMP Certification	Managing BPM Projects	Negotiation Skills
Six Thinking Hats	Business Process Redesign	Leadership
Managing Risk	Creating Satisfied Customers	Supervision
Project Management	Business Process Management	Data Warehousing
Management Theory	Designing the Enterprise for Change	Spatial Solutions
Leadership Skills	Executive Coaching	Facilitation
Business Analysis	Fact Modeling	Advanced Data Modeling
Decision Modelling	Business Rules Analysis	Organizational Change Management

Accomplishments

<p>Community Living BC February 2016 - present</p>	<ul style="list-style-type: none"> ▪ Developed CLBC's Strategic Business Plan and future state business model. Currently assisting with their performance measurement and transformation strategy.
<p>BC Ministry of Justice March 2016 - present</p>	<ul style="list-style-type: none"> ▪ Provided governance models and strategies for achieving next generation of 911 emergency communication services.
<p>Public Sector Employer Council August 2015 - Present</p>	<ul style="list-style-type: none"> ▪ Led the business transformation for PSEC, focusing on the redesign of existing systems and related business processes, rules, and job roles.
<p>BCIT December 2015 - Present</p>	<ul style="list-style-type: none"> ▪ Established a business case and plan for expanding the Specialty Nursing program and addressing cross agency issues.

Emily Carr University	<ul style="list-style-type: none"> Worked with Continuing Studies to establish a Strategic plan and improve their processes, outcomes and financial situation.
Service BC October 2014 – March 2015	<ul style="list-style-type: none"> Developed the 3 year strategic plan and supported the Executive Team in several endeavours including cross-Ministry service delivery planning, succession planning, communications strategies, business case development, innovating service delivery concepts, and conducting leadership development sessions.
Insurance Corporation of BC June 2013 - Present	<ul style="list-style-type: none"> Provided thought-leadership in establishing Enterprise Architecture, Business Architecture and Business Analysis standards including meta-model, tools, governance, and processes. Led the redesign of the claims process including 80 days of workshop facilitation and future state design of process, policy, facility, job role and system requirements. Mentored staff in business transformation, project management, change management, and process management. Assisted in establishing their centre of expertise. Provided a one day facilitation course to over 100 staff. Delivered the same training to over 180 conference attendees at an international conference.
Vancouver Community College 2014 – Jan 2015	<ul style="list-style-type: none"> Reporting to the President and VP of Academic, led the redesign of Enrolment Services. Facilitated resolution of Executive and Management differences, designed a streamlined process, and established governance and processes for continuous improvement.
BC Vital Statistics Spring 2014	<ul style="list-style-type: none"> Facilitated resolution of cross-agency issues pertaining to the Health Care Service Provider Registry.
BC Ministry of Labour, Citizens' Services and Open Government February 2012 to March 2013	<ul style="list-style-type: none"> Defined BC government-wide standards for managing common business processes, designing enterprise architectures and setting Service-Oriented Architecture (SOA) standards.
BC Pension Corporation 2012	<ul style="list-style-type: none"> Led the redesign of BC Pension Corporation work order approval process. Mentored staff in business architecture and process management techniques.
BC Assessment Authority August 2011 to January 2012	<ul style="list-style-type: none"> Worked with the CEO and the Executive team to establish a vision for change, with clear accountabilities and performance objectives for each member of the Executive Team. Defined a process architecture and high level business model for the corporation. Redesigned their key business process (obtaining market and property data) Worked with the CIO and key members of the client service delivery team to drive out open data management policies.
City of Surrey Sept – Dec 2012	<ul style="list-style-type: none"> Reporting to the City Manager, led a team of consultants to deliver an IT Strategic Plan for the City.
BC Ministry of Regional Economic and Skills Development December 2010 to March 2011	<ul style="list-style-type: none"> Provided planning, project management and business analyst support for three innovative projects aimed at disseminating labour information to employers and youth: <ul style="list-style-type: none"> Mobile application for career suitability assessment testing On-line 3D game to raise awareness of career option for youth An interactive job forecast application for public access

TransLink May 2007 to March 2011	<ul style="list-style-type: none"> ▪ Worked with the VP of Real Estate to establish a new Real Estate Division. Facilitated workshops with senior executive and management from across the organization, defined the strategic plan and business architecture for the program, led the system development and implementation project, provided executive coaching services and prepared business cases as well as briefing reports for the board. ▪ Managed the procurement of TransLink's 20 year, \$10M lease for new headquarter and police facilities. Facilitated numerous sessions with the CEO and Executive team and made presentations to the Board. Managed a team of space planners, developers, lawyers, procurement specialists and realtors to complete project deliverables within a tight timeline.
Optech September 2009 to March 2011	<ul style="list-style-type: none"> ▪ Working with the president and executive team, facilitated the development of the organization's strategic business plan and operationalization of the plan
Export Development Canada July 2008 to October 2008	<ul style="list-style-type: none"> ▪ Worked with Senior VP, Executive Team and a team of consultants to establish a Strategic Plan to transform the IT Services Department. Coached staff on project management, facilitation, and business process management techniques. Guided them on the establishment of a Business Transformation Centre of Expertise.
BC Ministry of Transportation February 2005 to April 2007	<ul style="list-style-type: none"> ▪ Provided executive coaching, strategic planning, business case development and business redesign services for the Real Estate Division. Advised on organizational restructuring, managed systems development initiatives, and facilitated workshops with senior officials from private and public sector agencies.
BC Ministries of Agriculture & BC Centre for Disease Control May 2006 to October 2006	<ul style="list-style-type: none"> ▪ Through analysis and workshops with senior officials from several government and private sector health agencies, led the strategic plan and design of the disease outbreak control processes, responsibilities and systems
BC Integrated Land Management Bureau January to March 2006	<ul style="list-style-type: none"> ▪ Defined a strategic plan, including goals, objectives and processes for delivering government remote sensing services. Agencies with conflicting objectives and roles were brought together to resolve long term role, relationship and process issues.
BC Ministry of Environment May 2005 to December 2007	<ul style="list-style-type: none"> ▪ Provided strategic business and information planning for: <ul style="list-style-type: none"> ○ Conservation Officer Service ○ BC Parks ○ Wildlife Management Program
BC Ministry of Sustainable Resource Management 2000 to 2007	<ul style="list-style-type: none"> ▪ Provided management consulting, business planning, executive coaching, and business analysis services on a variety of IM/IT assignments (e.g. annual IM/IT planning, System Development standards, application inventory and consolidation strategy, etc.). ▪ Assessed multiple spatial cadastre solutions and recommended a strategic direction to eliminate duplication and discrepancy across agencies. ▪ Managed a very politically charged initiative to expose environmental information to public. ▪ Worked with the Executive Director of a new Division to plan and operationalize his program of providing spatial data products and consulting services to public agencies.
BC Public Service Agency April 2006 to October 2006	<ul style="list-style-type: none"> ▪ Defined their IT Support Plan and implementation strategy.

BC Environment 1986 - 2006	<ul style="list-style-type: none"> ▪ Established program IM/IT plans, managed projects and provided business analysis for: Air management, Parks Management, Conservation Officer Service, Pesticide Management, Fish & Wildlife Management, Water Management, Referral management, etc. ▪ Managed a portfolio of projects and a team of staff responsible for the Land and Resource Data Warehouse, which hosted and disseminated a large volume of spatial, attribute and image data. ▪ Established and maintained several information management standards for the BC Ministry of Environment: included Process Management, Project Management, the System Development Lifecycle and Graphical User Interface standards. ▪ Managed the research, feasibility analysis, and piloting of several technologies including: Citrix, Oracle Textserver, client/server development, distributed database replication, Imaging, Oracle Discoverer, Oracle Case, Rapid Application Development, email, Executive Information Systems, and numerous others. ▪ Responsible for procuring contractors and software on over 30 initiatives, and overseeing service delivery. ▪ Responsible for developing and maintaining the Ministry's Systems Development Lifecycle standards.
BC Information Technology Services Division January 2004 to January 2005	<ul style="list-style-type: none"> ▪ Managed the development of a Billing Information System for government wide voice and data infrastructure. The solution pooled data from various sources into a financial data warehouse used for issuing invoices to Ministries for service use.
Land and Water BC April 2004 to June 2004	<ul style="list-style-type: none"> ▪ Reporting to the ADM, redesigned executive office business processes. Conducted interviews and workshops with executive and staff to optimize throughput and meet performance expectations.
BC Ministry of Human Resources January 2003 to July 2003	<ul style="list-style-type: none"> ▪ Redesigned the Ministry's property liens administration process and established a plan for implementing the business transformation, including definition of policy, system and resource requirements.
BC Ministry of Community Aboriginal and Women's Services 2002 to 2003	<ul style="list-style-type: none"> ▪ Led the consolidation of 92 Provincial grant administration processes into a single streamlined process. Information requirements, along with rules, roles, and processes were articulated.
BC Ministry of Water, Land and Air Protection 2002 to 2003	<ul style="list-style-type: none"> ▪ Developed the Ministry Strategic Systems Plan.
BC Information Technology and Services Division December 1999 to March 2002	<ul style="list-style-type: none"> ▪ For BC Government, Denise led the merging of Voice and Data Network services into one Division. She designed the business process architecture using ITIL as the foundation, conducted a buy vs. build software assessment and provided project management support on the product implementation. ▪ Project manager for the development of a complex billing system for government IT infrastructure and services. Data from disparate tracking systems was replicated, rationalized, and consolidated into a single schema for consistent billing.
BC Ministry of Social Services December 2000 to March 2001	<ul style="list-style-type: none"> ▪ Established a strategic plan and redesigned the provincial government Child Care Program.

<p>BC Ministry of Community, Aboriginal and Woman's Services December 2001 to March 2002</p>	<ul style="list-style-type: none"> Denise designed a citizen centric service delivery model for senior's services. Denise facilitated workshops with several ADMs and Directors from across numerous Ministries and with Federal and Municipal governments to build consensus on the scope, requirements and solution design.
<p>BC Ministry of Fisheries, Department of Fisheries and Oceans 2000 to 2002</p>	<ul style="list-style-type: none"> Managed the development of a web GIS solution to track fish and fish habitat related activities in the province.
<p>BC Ministry of Municipal Affairs 2000 to 2001</p>	<ul style="list-style-type: none"> Project Director responsible for the Consolidated Fire Management System. The system enables sharing of Municipal fire equipment across the province.
<p>Elections BC 1999 to 2001</p>	<ul style="list-style-type: none"> Managed the development of the road network and voter distribution system. This system combined extensive spatial and attribute data and linked to the Corporation's Voter system.
<p>BC Ministry of Finance January 1999 to December 1999</p>	<ul style="list-style-type: none"> Project Director for the development of a Seismic Mitigation system. The system is used by government and contractors to track public buildings, their state of earthquake preparedness and mitigation projects.
<p>Forest Renewal BC January 1998 to January 1999</p>	<ul style="list-style-type: none"> Worked with the CEO and Executive team to redesign business processes and establish an Investment Management Warehouse system.

Nigel McNabb



Qualification Summary

- Performance Measurement
- Business Architecture
- Business / IT Alignment
- Business Case Development and Benefits Realization
- IT Strategy
- Project Management
- Business Process Management
- Strategic Business Planning

Nigel McNabb is a Management Consultant with over 18 years of professional and consulting experience. His focus over the last 9 years has been leading business transformation projects for both private and public sectors with exceptional results. Some of his clients include ServiceBC, WorksafeBC, BC Ferries, Delta Police Department and the Royal Bank of Canada with every engagement resulting in high customer satisfaction. The range of services that Nigel has delivered include Strategy, Performance Measurement, Business Architecture and Project Management. Through these projects he has leveraged his strong financial acumen to develop complex financial models and business cases in a manner that is realistic and simple for the end users. Nigel is extremely enthusiastic, has a strong work ethic and a keen focus on delivering measurable and sustainable results for his clients. Nigel holds an MBA from the Richard Ivey School of Business where he graduated with distinction, and is certified in a number of disciplines including Business Process Management.

Sector Experience

Banking	Retail	Finance/Pension	Federal Government
Advanced Education	Insurance	Healthcare	Provincial Government
Natural Resources	Police Services	Biotechnology	Local Government

Job History

Succeed Solutions	2015 - Present	Partner
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As a key member of a boutique consulting firm, Nigel is responsible for delivering management consulting and project management services on transformational projects.

CGI 2012-2014 Senior Management Consultant

Responsible for leading service delivery, growing the management consulting practice, as well as mentoring, coaching and managing internal resources. Responsible for the development of management consulting methodologies including Performance Management, Financial Services Transformation and contributing to CGI’s holistic transformation approach as well as Cloud Readiness.

Royal Bank of Canada 2010-2012 Internal Consultant / Business Architect

Responsible to delivering significant transformational initiatives within Canadian Banking. The focus of the service offerings included strategy, operations and change management.

Sears Canada 2008-2010 Director, Strategy

Responsible for identify opportunities within Sears to improve the overall corporate profitability through strategy projects, process improvement, vendor management, new business opportunities, business transformation opportunities, ad hoc opportunities and divestitures.

Deloitte 2006-2007 Management Consultant

Provided advice and consultation on a variety of internal and external projects. Areas of focus were strategy, operations, human capital and healthcare.

Education

- 2015 Business Analysis Training (Noble Inc.)
- 2012 Certificate in Business Process Management (BP Trends)
- 2007 Masters of Business Administration (Richard Ivey School of Business) – Dean’s List
- 1997 Certified Public Health Inspector / Environmental Health Officer (C.I.P.H.I)
- 1996 Diploma in Environmental Health (British Columbia Institute of Technology) – Bob Herbison Award Winner
- 1993 Bachelor of Science in Biology (University of British Columbia)

Accomplishments

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|--|---|
| <p>Delta Police Department
Nov 2015 - present</p> | <ul style="list-style-type: none"> ▪ Nigel assessed the people, process, technology and cultural aspects of the organization and developed a three-year transformational roadmap and governance structure to completely transform the IT organization. This included the process re-design of IT services to the business as well as developing a 5-year capital plan and business cases for approval from the Police Board. |
| <p>Iprogen Biotech
Mar 2014 – Aug 2016</p> | <ul style="list-style-type: none"> ▪ Nigel developed the organizational strategy and business architecture to transition from a R&D company to a sales organization. This includes the business case development, branding, sales plan and pricing strategy. |
| <p>Service BC
Oct 2015 – Mar 2016</p> | <ul style="list-style-type: none"> ▪ Nigel developed the business case and five-year financial model for the consolidation of BC Government offices in the lower mainland and rural BC. His role involves developing and building a common excel tool as well as training staff on model development and business cases. |

WorkSafeBC Oct 2015 – Jan 2016	<ul style="list-style-type: none"> ▪ Nigel was the business lead on a team to develop the CRM Strategy. The intention of the strategy was to transition from a product centric to customer centric organization utilizing cloud based technology.
Service BC Jan 2015 – Aug 2015	<ul style="list-style-type: none"> ▪ Implemented an Enhanced Performance Measurement project for a BC Government Ministry. The project's objectives were to move the organization to one that would include evidence based decision making and shift the culture to one of continuous improvement using a Performance Measurement framework.
Natural Resource Sector Nov 2013 – Jan 2015	<ul style="list-style-type: none"> ▪ Project Manager on the total system and process redesign for the Environmental Assessment Office. Project Manager on procuring and implementing an enterprise content management systems that will service 6 different ministries in the BC Government. The role includes developing the strategy, goals, objectives, and client strategies needed to procure, test and implement the solution.
Victoria Police Department May 2014 – August 2014	<ul style="list-style-type: none"> ▪ Lead Consultant for a team of three consultants to develop an IT Strategy for the Victoria Police Department. The project's goal was to assess the people, process, technology and cultural aspects of the IT department across 10 key dimensions and develop a three to five-year transformational roadmap and governance structure to completely transform the IT organization.
City of Kelowna June 2014- Sept 2014	<ul style="list-style-type: none"> ▪ Nigel led a team to develop the 5-year digital strategy. This included facilitating working sessions and presenting materials for the review and approval of the Digital Strategy with Senior Government Officials. The objective of this strategy was to set the foundation to be the best city of its size in North America.
Ministry of International Trade Oct 2013 – Mar 2014	<ul style="list-style-type: none"> ▪ Nigel led the business case development of Canadian and US Healthcare Costs for small and medium sized businesses. The objective of the study was to develop a credible business case for US based companies to migrate their head office from Washington, Oregon or California to BC. This was supported by a financial analysis, a dynamic financial calculator as well as marketing material.
BC Ferries Corporation April 2013 – July 2013	<ul style="list-style-type: none"> ▪ Nigel developed a customer experience journey to allow for opportunities to improve the overall client experience and identify opportunities where technology may be employed.
Royal Bank of Canada March 2012 – Dec 2012	<ul style="list-style-type: none"> ▪ Led two internal consulting teams to implement Enhanced Performance Management across diverse Banking Operations environments. Oversaw the design teams that were responsible for strategy and organizational development, process review, project management, problem resolution, and operational change. Supported change management and operational readiness to launch the program. The role also included establishing performance system, measures and scenario modelling.
Royal Bank of Canada June 2011 – March 2012	<ul style="list-style-type: none"> ▪ Led the internal capability development of a high performing team including hiring, training and mentoring 12 new staff members. Developed program routines, knowledge management and created a Centre of Expertise in Enhanced Performance Management.
Royal Bank of Canada Jan 2011 – June 2011	<ul style="list-style-type: none"> ▪ Led strategy development for Canadian Banking Operations (Simpler, Faster, Better Roadmap). The key projects included supporting the EVP/SVP strategy to become more efficient and effective and the subsequent 5-year transformation roadmap. Worked with executive stakeholders to redesign

the portfolio investment decision making framework and supporting project prioritization and project on boarding.

<p>Royal Bank of Canada Aug 2010 – Oct 2010</p>	<ul style="list-style-type: none"> ▪ Nigel developed the financial model and business case for a technology system to support the mortgage sales conversion cycle across multiple channels (e.g., in person, remote, phone, telepresence and on-line). The intention of this model was to identify where customers dropped off in the process and identify opportunities to migrate customers to the lowest cost channel.
<p>Sears Canada Feb 2010 – July 2010</p>	<ul style="list-style-type: none"> ▪ Nigel led the Canadian Team to develop and launch an international eCommerce site to increase the on-line cross border sales. Managed all resources and was accountable for the strategy and business case development, operating model, supply chain and return considerations, financial analysis and SVP/BOD presentation materials.
<p>Sears Canada Sept 2009 – Jan 2010</p>	<ul style="list-style-type: none"> ▪ Led the strategy redesign/transformation of a \$250 MM on-line and retail business unit to make the business unit profitable for the first time in 8 years. Key areas of focus included the business case, pricing/product strategy, commission/salary and incentive redesign, accounting lifecycle and change management.
<p>Sears Canada Sept 2009 – Oct 2009</p>	<ul style="list-style-type: none"> ▪ Led the qualitative and quantitative analysis and recommendations in consideration of a repatriation of a recently off shored call centre to a home of best fit. Project involved business case development using activity based costing, process redesign, renegotiation of centre metrics and call adjudication effectiveness.
<p>Sears Canada Nov 2008 – July 2009</p>	<ul style="list-style-type: none"> ▪ Developed the strategy and business case for an on-line knowledge system to prevent costly service calls and increase customer satisfaction by using predictive modelling and advanced diagnostic evaluation tools to solve product related issues for technicians and customers.
<p>Sears Canada Aug 2008 - Dec 2008</p>	<ul style="list-style-type: none"> ▪ Redesigned a vendor supported call centre pilot to improve the client experience, resolve product warranty issues and reduce servicing expense by preventing a service call through resolution via the call centre or internet. Pilot resulted in an 88% reduction in service calls in one product category in first 6 months of pilot. Designed the strategy to expand to other eligible product categories
<p>Mental Health Facility April 2008 - July 2008</p>	<ul style="list-style-type: none"> ▪ Nigel was a member of a multi-disciplinary team for a Healthcare project to design a procurement organization for four hospitals saving \$6 MM annually. Responsible for the organizational design and business case development.
<p>Shared Services West Dec 2007- April 2008</p>	<ul style="list-style-type: none"> ▪ Nigel worked with a multi-disciplinary team for a hospital transformational change strategy to shift a facility from a poor performer to a leading edge research facility. Project focused on the 3 to 5-year strategy and change management.
<p>Insurance Company Sep 2007- Dec 2007</p>	<ul style="list-style-type: none"> ▪ For one of Canada's largest Insurance Companies, Nigel developed a business strategy and organizational structure that created a centralized operations group to enhance the customer experience, increase accountabilities to improve EBITDA of \$30 MM annually.
<p>Deloitte Feb 2008 – Aug 2008</p>	<ul style="list-style-type: none"> ▪ Team member on the Human Resources transformation of a consulting firm.

