

CAREER PROFILE

A seasoned CIO and IT Management Consultant who will enable your operation to perform faster, better and cheaper

EMPLOYMENT HISTORY

GREATER TORONTO AIRPORTS AUTHORITY (GTAA)

A Not for Profit Corporation operating Pearson International Airport, the busiest airport in Canada. With just over 36 million passengers in 2013 of which about 45% are international travelers, competes with JFK for the busiest international airport in North America. Have developed and operate one of the largest and most complex IT infrastructures in the world, to which thousands of flight information displays, self-serve kiosks, check-in counters and other devices, are connected.

Acting CIO

2013 - 2014

Responsible for an annual IT operating budget (opex) of \$45 million and annual capital expenditures (capex) of \$40 million. The IT function is substantially outsourced. About 60% of opex and a significant portion of capex is managed by the major outsourcing vendor.

Selected Achievements:

Renegotiated the contract with the major outsourcing vendor. In return for a one year extension to the existing five-year contract, the vendor agreed to:

- More stringent performance measures (SLAs) with lower fees and more severe financial penalties if not met;
- Actively co-operate with the airport authority to transition to new vendors by the end of the extended contract;
- Improved governance to avoid the mistrust and rancor that had built up during the first four years;

Director, Business Information Solutions

2011 - 2013

Reporting to the CIO, responsible for all IT project delivery. The role included working with the business to define and justify the project portfolio. This was accomplished through a team of about 60 staff most of whom were contractors.

Selected Achievements:

- Successfully re-motivated a team that had four leaders (I was the fourth) in less than a year;
- As a direct outcome was perennially successful in delivering a portfolio of IT-led projects that quadrupled in dollar value to about \$40 million between 2011 and 2014;
- Delivered capabilities that significantly increased the passenger-processing capacity of the airport, such as passport-processing kiosks to process returning citizens for both US and Canadian border authorities.

INFORMATION TECHNOLOGY MANAGEMENT ALLIANCE

2006 - 2011

A freelance consulting practice advising many clients on technology investments, often managing their delivery.

Selected Achievements:

- Interim Director, BIS at the GTAA, hired to mitigate a management crisis. Held the role in an interim capacity from August through December 2011, at which time was offered the job on a permanent basis;
- Responsible for IT at the Central Ontario Healthcare Procurement Alliance (COHPA). Successfully implemented IT systems that enabled the startup shared services organization (SSO) to deliver more than twice the

committed annual savings (over \$1 million) for procure to pay services to the 6 member/owner hospitals. COHPA was the first healthcare SSO in Ontario to achieve its business case;

- Over 5 years advised 4 of the 8 Ontario healthcare SSOs, on various aspects of setting up information systems and business processes to implement their procure to pay operations;
- In a couple of engagements, advised the Ontario Government's funding agency for Healthcare and Education SSOs ("OntarioBuys") on the viability of SSO business cases put forward by various hospital groups. Provided coaching to the unit's employees on how to evaluate such proposals;
- Numerous other successful consulting assignments providing IT management expertise at Crawford Chondon & Partners, The Toronto Star, Mississauga Board of Trade, Brampton Board of Trade, and others.

THE OSBORNE GROUP

2002 - 2006

A consulting firm offering the services of Principals with significant experience as C-level executives on a part-time or fill-in basis.

Selected Achievements:

- For 4 years, performed various assignments as the part-time CIO of Knebel Watters & Associates (KWA Partners). In the first 2 years tidied up IT matters to help the founders to sell and retire. Was retained by the new ownership for a further 2 years until IT operations were moved to Montreal;
- Numerous other successful consulting assignments offering IT management expertise at George Brown College, Swiss Herbal Remedies, Workforce Safety and Insurance Board (WSIB), Marshall Macklin Monaghan, Filamat Composites, Ross & McBride, and others.

FREELANCE CONSULTANT

1999 - 2002

Provided contract IT project management services through various IT contractor agencies in the Toronto area.

Selected Achievements:

- At WSIB successfully performed Year 2000 remediation on all the firm's personal computers (about 5,000 of them) on time and on budget;
- At Enbridge, over four assignments completed all projects on time and on budget.

THE GLOBE AND MAIL

Canada's national newspaper and a consistently successful and profitable business. In the late 1990s The Globe was so successful that the CEO thought it would be wise to prepare in advance for new competition.

Vice-President, Information Technology

1996 - 1998

Reporting to the CEO, successfully revitalized the IT function of The Globe and Mail. Reorganized and repositioned IT and the Globe's various information systems to support the business in successfully meeting the competitive challenge from Conrad Black's National Post.

BOMBARDIER AEROSPACE, DEHAVILLAND DIVISION

Downsview Ontario based division of Bombardier's aerospace group, employs approximately 4,000 people at this location. Specializes in designing and manufacturing commuter aircraft such as the DASH-8, but also manufactures subassemblies for other units of Bombardier and external customers such as Boeing and Airbus.

Director, Information Systems Department

1990 - 1996

Responsible for all IT, while reporting at various times to the CEO or to the CFO of the division. Successfully improved service quality and staff morale in the face of severe downsizing. Collaborated with counterparts at Canadair, Shorts

Brothers and Learjet to reduce overall IT operating and capital costs by consolidating and specializing. Implemented major new manufacturing, engineering, financial planning and budgeting systems all on time and on budget.

MAGNA INTERNATIONAL

The largest auto parts manufacturer in Canada. Magna's strategy was to grow the company by increasing the total dollar value of Magna parts per vehicle manufactured. This was accomplished by becoming a "Tier 1" manufacturer (assuming risks for major vehicle subassemblies), and by venturing into new vehicle systems and technologies.

Director, Information Systems – Integram Group (Now Intier Systems)

1985 - 1990

Reporting to the COO of the Group; responsible for all IT. A member of multi-disciplinary launch teams responsible for the successful startup of new seating plants. As of 1987, Magna had never manufactured automotive seating nor had they ever developed the systems to support "in sequence just in time" delivery. Successfully implemented the information systems for five Magna automotive seating plants in Canada and the U.S. all on time and on budget.

OTHER ROLES

CANADA WIRE AND CABLE MANAGER, CORPORATE INFORMATION SYSTEMS

1983 - 1985

SHERRITT GORDON MINES DIRECTOR, DATA PROCESSING

1979 - 1983

NOVA CORPORATION Supervisor, Systems and Programming

1975 - 1979

GENERAL FOODS LTD. Management Science Specialist

1974 - 1975

MOLSON COMPANIES Operations Research Specialist (Retail Merchandising Group)

1973 - 1974

OTHER QUALIFICATIONS

George Brown College, IT Curriculum Advisor

Mississauga Board of Trade, Past Member Board of Directors and Independent Business Committee, Past Chair of Technology Committee, Current member of Policy & Politics Committee.

Brampton Board of Trade, Member Policy and Government Relations Committee, and Healthcare Subcommittee

Canadian Association of Management Consultants, Member

Project Management Institute, Member

Peel Condominium Corporation #658, Past President & Past Member Board of Directors

References Are Available Upon Request