



Resume

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EDUCATION

Doctoral Candidate – University of Victoria, School of Public Administration

Master of Public Administration - University of Victoria

Master of Arts, Criminology - Simon Fraser University

Bachelor of Arts (Hons.), Psychology - University of Victoria

SKILLS HIGHLIGHTS

- strategic and business planning
- policy, program, legislative analysis
- organizational, governance and program review
- research and data analysis
- government and inter-governmental relations
- project management
- facilitation and consultation
- strategic communications

EXPERIENCE & ACHIEVEMENTS

Current

President & CEO, Sirius Strategic Solutions Ltd

Providing public and road safety strategic and management consulting services:

- Policy, planning and program development
- Research, data analysis, performance measurement and standard development
- Strategic and business planning
- Governance review, analysis and advice
- Strategic communications
- Government and intergovernmental relations
- Organizational analysis and development
- Internal, stakeholder and public consultation

Client & Project Examples:***Road Safety Review (current)***

Sirius has been selected to do a road safety review for a community association in Greater Victoria.

National Safety Code Review (Standards 2,3 and 4: driver licensing, driver examiner training, driver licensing classification) (current)

This project requires the redrafting of three National Safety Code standards and extensive collaboration with Canadian provinces and territories to ensure alignment with current provisions, road safety strategies, and the National Road Safety Strategy 2025.

Manitoba Public Insurance

Conducted an independent assessment of MPI's road safety model with a view to optimizing its elements and budget relative to the need to mitigate and minimize the economic and social costs of collisions. This project included reviewing, analyzing and assessing road safety information and data to develop an assessment framework and apply it against the current model, providing recommendations where appropriate.

Commercial Driver Licensing Standards Review (Canadian Council of Motor Transport Administrators)

Reviewed the national model governing the standards for driver licensing, training and testing and drafted a report for the Standing Committees on Driver and Vehicle Licensing, and Compliance and Regulatory Affairs. Made recommendations for changes to the standards.

Motor Carrier Safety Rating Review – Canadian Council of Motor Transport Administrators

Sirius partnered with Orca Road Safety Consultants to conduct a national study to review the safety rating threshold with respect to U.S. motor carriers. The study included data and policy analysis, an assessment of trade and competitiveness issues, and development of policy options.

Strategic Planning and Governance Review – College of Chiropractors of B.C.

Selected to develop and facilitate a strategic planning process and develop the College's first strategic plan. Conducted a follow-up planning session to evaluate implementation and facilitate an update to the plan.

Fuel Efficient Driving (Commercial Vehicles) and Safety - Natural Resources Canada

Selected to do a comprehensive literature review to assess the strength of the relationship between fuel-efficient driving and road safety outcomes for commercial vehicles.

Governance Review – B.C. Motor Vehicle Sales Authority

Conducted research and a survey of various BC Board governance models and current best practices for comparable boards within B.C. and in other Canadian jurisdictions.

Alcohol Biomarker Strategy (Province of Alberta)

Developed a strategy that outlined options for the implementation of the use of alcohol biomarkers in Alberta's impaired driving program. Work included research and consultations to identify combinations of alcohol biomarkers and assessments best suited to predict and control risk when considering the re-licensing of drivers who have a history of impaired driving offences. Developed program model options.

Strategic Planning: Ministry of Justice (Province of B.C.)

Selected as a qualified supplier to provide strategic planning services to the Ministry based on a competitive process requiring extensive knowledge and experience in the justice area, along with significant planning experience.

Ontario New Entrant Education and Evaluation Program (Ontario Ministry of Transportation)

Sirius partnered on a feasibility study to develop a new entrant education and evaluation program for new motor carriers in Ontario. This work has required a full review of existing new entrant programs in other jurisdictions, developing program and detailed adult education curriculum, delivery solutions, and extensive commercial carrier industry and road safety stakeholder engagement and consultation.

National Safety Code Review (Canadian Council of Motor Transport Administrators)

Reviewed the National Safety Code threshold standard as it related to utility vehicles and public utility vehicles.

October 2007 – Jan. 2010 **Senior Manager, Driver Licensing Policy, Driver Training and Testing, and Fraud**
Insurance Corporation of BC

- reporting to a VP, one of four divisional executive members responsible for setting strategic direction, developing strategic and business plans, overseeing policy, driver training, driver testing standards, and driver licensing fraud, including investigation leading to criminal investigation
- represented the province nationally and internationally on road safety and driver licensing matters, including chairing committees of multi-jurisdictional, industry and other stakeholders to address issues with significant economic, social and business impacts
- oversaw policy development for driver licensing, fraud and driver training
- oversaw regulation of the driver training industry including development of curriculum and standards for all driver trainers, instructors, training facilities, and investigators; and quasi-judicial decision making
- developed new framework for investigators including setting standards, investigative and complaint processes

- oversaw the divisional legislation and regulation processes including development of Cabinet and Treasury Board submissions, briefing and decision notes; communication plans; and briefing Executive and the Minister
- provided government relations and issues management advice to ICBC Executive on legislative and policy matters
- liaised and built effective relationships with senior provincial, federal and US government representatives and stakeholders to influence provincial and national policy goals and strategic interests
- identified and implemented policy and program change opportunities for Canadian/US harmonization including regulatory streamlining.

June 2004 – Sept. 2007

Manager, Driver Licensing Policy
Insurance Corporation of BC

- led research, including global jurisdictional information and data collection, and analysis in the development of solutions to complex strategic and operational policy and program initiatives
- led departmental strategic and business planning including developing and reporting on performance measures
- oversaw the divisional legislation and regulation processes including development of Cabinet and Treasury Board submissions, briefing/decision notes, communication plans
- represented the province nationally and internationally - chairing multi-party and jurisdictional committees to address road safety issues with significant economic, social and business impacts
- led the development of policy and program solutions to complex issues including changes to standards for driver licensing, driver examiner training and the oversight of driver training
- liaised with provincial, federal and US government representatives and stakeholders to influence provincial and national policy goals and strategic interests
- advised corporate executive and government on strategies to manage public, stakeholder and government related policy, program and political issues
- awarded the Jennie Howie Government Member Award by the Canadian Council of Motor Transport Administrators (2006) for outstanding contributions to that national organization.

November 2003 – May 2004 **Executive Director, Crown Agency Secretariat**
Office of the Premier (secondment)

- accountable to the CEO for developing a Crown agency governance framework including successfully engaging senior government staff
- provided strategic policy and planning advice in relation to Crown agency mandates, governance, performance and cross-Crown issues
- advised senior levels of government, Crown agency Board Chairs and CEOs

July 2000 – November 2003 **Manager, Government Relations, Corporate Communications**
Insurance Corporation of BC

- led key corporate projects, initiatives and consultation to develop policy and business solutions to achieve strategic goals such as deregulation (regulatory reform), core review and increased competitiveness
- led inter-agency committees and initiatives to facilitate policy and issue resolution
- managed legislation and regulatory reform programs for the corporation
- corporate liaison with the Minister's Office on strategic and policy issues
- provided government relations, planning and policy management advice to senior managers/executive on strategic, operational and political issues
- managed the development and approval of submissions to government including liaising with corporate and government executive, and the Minister
- participated in the development and implementation of departmental business planning and reporting.

April 1992 – June 2000 **Director**
Ministry of Attorney General, Victoria, BC

- led a cross-Ministry team to develop and implement government's new Information and Program, including the creation of a Ministry wide structure, procedures and accountabilities
- established and managed the Ministry's Information and Privacy Program including operational, policy and financial management
- established and delivered Ministry-wide training program for information and privacy
- provided advice to the Minister, Executive and Ministry staff on the application of *the Freedom of Information and Protection of Privacy Act*
- managed the Ministry's strategic planning process including development of performance measures and preparation of the corporate strategic and business plans
- prepared and led the development of research papers, cabinet submissions, and requests for legislation
- led cross-ministry teams to develop government's policy framework for self-regulatory organizations and implemented streamlining policy
- provided policy research, analysis and strategic support to the Business Task Force to streamline the regulatory environment.

Sept. 1998 – April 1999 **Director, Management Services**
Multiculturalism and Immigration, Ministry of Attorney General, Victoria, BC

- led branch strategic, business and financial planning including development of reporting on performance measures, standards and outcomes
- negotiated and implemented the transition strategy for transfer of Federal staff and funds to the province

- implemented the Ministry's Human Resource Strategy within the branch, including developing training plans to support staff development and succession
- restructured branch administrative functions
- designed and implemented mentoring expansion pilot to visible minority community groups

Dec. 1989 - Mar. 1992

Senior Research Officer & Policy Analyst

Ministries of Solicitor and Attorney General, Victoria, BC

- managed evaluation, research and policy projects for the Ministries
- researched, analysed data and advised on justice policy issues involving courts, corrections and policing
- advised senior management on policy/program issues related to justice issues
- prepared research and statistical reports, briefing notes, and issue and communication papers for Executive
- liaised with Ministry, judicial, inter-ministry and inter-governmental representatives on current justice issues affecting the Branch.

RELATED EXPERIENCE

President, Canadian Association of Road Safety Professionals (*current*)

- leads a national team of professional, multi-disciplinary Board members dedicated to enhancing road safety; supports Canada's road safety community by providing access to multi-disciplinary information, research and networking opportunities
- chaired the Structure and Governance Committee responsible for planning, Board and organizational governance
- co-chairs the Canadian Global Road Safety Committee
- CARSP representative on the North American Road Safety Professional Certification Steering Committee.

Chair of the Board, Institute of Public Administration of Canada, Victoria Regional Group

(Sept. 2005-2007, 2012 – 2014)

- set strategic direction for this non-profit society including developing and implementing an annual program plan
- oversaw financial development including budgeting, monitoring and policy setting to ensure financial stability
- member of the IPAC National Board; participated in organizational and strategic planning review.

PROFESSIONAL ASSOCIATIONS

Present

President, Canadian Association of Road Safety Professionals

Member, Academy of Management

Member, Strategic Management Society

Member, UVIC School of Public Administration Alumni Association

Member, Institute of Public Administration of Canada

Past

Chair, UVIC School of Public Administration Alumni Board (2008-2010)

Executive, National Board of Directors, Institute of Public Administration of Canada (IPAC) (2005-2007)

Adjudicator, Premier's Innovation and Excellence Awards (B.C.), (2006 & 2007)

Member, Parks and Recreation Committee, Saanich (2002-4)

Director, Greater Victoria Public Library Board (1997-1999)

Member, Inter-municipal Advisory Committee on Disability Issues (1997-1999)

AWARDS

UVIC Graduate Fellowship – 2013/2014 & 2014/2015

UVIC Alumni Who Have Made a Difference, one of 50 alumni recognized for their outstanding community leadership and contributions as part of the university's 50th anniversary (2013)

UVIC Alumni Volunteer of the Year (2011)

Jennie Howie Government Member Award, Canadian Council of Motor Transport Administrators (2006)

Solicitor General of B.C. Recognition, Graduated Licensing Program (2003)