

## 1. CALL TO ORDER

Call to Order – 2:34 pm.

## 2. TERRITORIAL ACKNOWLEDGMENT

We acknowledge that this meeting is being conducted on the unceded territories of the Coast Salish peoples; which, to the current knowledge of the Society include the Squamish, Musqueam, Stó:lo, and Tsleil-Waututh people.

## 3. ROLL CALL OF ATTENDANCE

### 3.1 Committee Composition

Interim President & VP Student Services ( <i>Chair</i> ) .....	Larissa Chen
VP External Relations .....	Christine Dyson
VP Finance .....	Hangue Kim
VP Student Life .....	Curtis Pooghkay
VP University Relations .....	Arr Farah
At-Large Representative .....	Paul Hans
At-Large Representative .....	Mudi Bwakura
Faculty Representative (Applied Sciences) .....	Alan Lee
Faculty Representative (Arts & Social Sciences) .....	Blossom Malhan
Faculty Representative (Business) .....	Pritesh Pachchigar
Faculty Representative (Communication, Art & Technology) .....	Prab Bassi
Faculty Representative (Education) .....	John Ragone
Faculty Representative (Environment) .....	Vacant
Faculty Representative (Health Sciences) .....	Raajan Garcha
Faculty Representative (Science) .....	Jimmy Dhesa

### 3.2 Society Staff

Administrative Assistant .....	Mandeep Aujla
Chief Executive Officer .....	Martin Wyant

### 3.3 Guests

Embark .....	Deven Azevedo & Dima Lavrentyev
Environmental Resource Student Union .....	Grayson Barke

## 4. RATIFICATION OF REGRETS

### 4.1 ~~MOTION BOD 2016-10-07:01~~

/

*Be it resolved to ratify regrets from:*

**~~CARRIED/CARRIED AS AMENDED~~**

## **5. ADOPTION OF THE AGENDA**

### **5.1 MOTION BOD 2016-10-07:02**

**John/Prab**

*Be it resolved to adopt the agenda as amended:*

Discussion:

- Addition of Motion 10.10 under New Business.

**CARRIED AS AMENDED**

## **6. PRESENTATIONS**

### **6.1 Embark Proposal**

*\*\*Christine left at 2:38 pm (conflict of interest).*

- Proposal: hold a referendum this Fall that seeks to increase the contribution that undergraduate students make to Embark; one time increase of \$1.50 per full time student and \$0.75 per part time student for an updated levy of \$3.50 for full-time students and \$1.75 for part time students per semester. Hold a referendum for students to decide for increase or not.
- Have to start limiting programming offered to students if unable to find additional sources of revenue.
- Hoping to have one question posed to students rather than two.
- Right now very Burnaby centric; is an issue because students are paying each semester and primarily Burnaby students see the benefits of that.
- In response to a question on whether Embark has looked at other means of changing funding, the presenters stated that Embark has been diversifying their revenue. The alternatives come in forms of grants, however those expire and Embark is looking at offering programs on a continual basis. If Embark wants to expand core programming, then they need to expand core revenue, which is from students.
- A Board member questioned if sustainability grants are only given to SFU students or also to SFU community members, in response the presenters noted that Embark offers two sustainability grants, which have always been in connection to SFU.
- Note: "Preamble" portion of the attachment should state undergraduate students in addition to graduate students.

*\*\*Christine came back at 2:55 pm.*

### **6.1 Tank-Farm expansion & Student Safety (PowerPoint presentation)**

- Will not be approved by the city of Burnaby; they have been opposed to this due to safety issues.
- Presenter gave an overview of process of tank farm expansion.

- First petroleum facility was the refinery which was put in the 30's and then the tank farm and original pipeline coming from Edmonton was Built (before SFU).
- Putting bigger tanks on the same size site.
- Going from risk of 1 in 1 million catastrophes to 1 in 2,000 in a year.
- SFU students should primarily be concerned about the gas aspect.
- Questions the presenter put forth for the SFSS/SFU to consider:
  - Are students adequately informed about this issue?
  - Do students have a right to know?
  - Does the SFSS have an obligation to inform students about the potential increase in risk to their safety?
  - What's the organizations liability in the event of an accident?
  - How can the SFSS ensure that students have adequate information?
  - What is SFU doing on their end to mitigate "inevitable risks"?
- The guest speaker stated that in his opinion there's nothing that SFU can do to prepare for this.
- Martin stated that Board members might have personal views as Society members.
- May affect future student's decisions to apply to this school.
- Conversation on a public forum will be organized offline.
- Christine will follow up with Grayson regarding the forum and will bring a proposal back to Board.
- Grayson will do a voice over of the presentation as well as prepare other informative material (to be completed offline with Hangué as support).
- Offline conversations to be held with Christine, Hangué, and Grayson.

## 7. MATTERS ARISING FROM THE MINUTES

### **7.1 MOTION BOD 2016-10-07:03**

**Pritesh/Mudi**

*Be it resolved to receive and file the following minutes:*

- *BoardOfDirectors\_2016-08-25*
- *BoardOfDirectors\_2016-09-09*
- *BoardOfDirectors\_2016-09-16*
- *AdvocacyCommittee\_2016-08-17*
- *AdvocacyCommittee\_2016-09-16*
- *AdvocacyCommittee\_2016-09-23*
- *AccessibilityFundCommittee\_2016-08-10*
- *AccessibilityFundCommittee\_2016-08-26*
- *FinanceCommittee\_2016-09-14*

**CARRIED**

## 8. REPORTS FROM SOCIETY

### **8.1 Reports from the Council Chair**

- Council chair not present at meeting.

## **9. OLD BUSINESS**

### **9.1 MOTION BOD 2016-10-07:04**

**John/Blossom**

*Be it resolved to receive and file the Committee updates and Board reports for August 1<sup>st</sup>- August 15<sup>th</sup>.*

Discussion:

- Hange will penalize Board members for not submitting their reports on time.

**CARRIED**

## **10. NEW BUSINESS**

### **10.1 MOTION BOD 2016-10-07:05**

**Prab/John**

*Be it resolved to receive and file the Committee updates and Board reports for September 1<sup>st</sup>- September 15<sup>th</sup>.*

**CARRIED**

### **10.2 MOTION BOD 2016-10-07:06**

**Pritesh/Raajan**

*Be it resolved to receive and file the Committee updates and Board reports for September 16<sup>th</sup>- September 30<sup>th</sup>.*

**CARRIED**

### **10.3 MOTION BOD 2016-10-07:07**

**Curtis/Arr**

Whereas the Board of Directors are required to submit semester reports one month after the end of the semester;

*Be it resolved to receive and file all Board of Directors Summer 2016 Semester reports.*

**CARRIED**

### **10.3 MOTION BOD 2016-10-07:08**

**John/Prab**

*Be it resolved to appoint X as the SFSS representative for the Parking Appeals Committee (PARC).*

Discussion:

- Terms of reference states that one "SFSS member" must be on the committee.

- The Board discussed confusions on what the committee view as an SFSS member (ie. Student, SFSS staff, SFSS Committee/Board members).
- Some Board members felt that there is no need for a Board member to sit on this committee.
- Members felt this could be an opportunity for such committees to change their terms of reference to reflect essential requirements.
- It was noted that the SFSS does not necessarily have to follow SFU's terms of reference; it is a separate entity.
- Curtis expressed interest.

Friendly amendment: *Be it resolved to appoint Curtis Pooghkay as the SFSS representative for the Parking Appeals Committee (PARC).*

**CARRIED**

**\*\*Abstentions:** Curtis Pooghkay.

#### **10.4 MOTION BOD 2016-10-07:09**

##### **Curtis/Blossom**

*Be it resolved to approve up to \$3,000.00 from line item 816/20 for the Halloween Pub Night;*

*Be it further resolved to appoint X as project lead.*

Discussion:

Friendly amendment: *Be it resolved to approve up to \$2,982.00 from line item 817/20 for the Halloween Pub Night;*

*Be it further resolved to appoint X as project lead.*

- Quotes have been received for various items.
- The same company as last year will be used for the CO2.
- Some Board members felt more comfortable with there being two individuals as project leads; concerns were raised about there being repercussions if two project leads as appointed such as taking responsibility of tasks.
- Mudi and Curtis showed interest.
- A photo booth and Halloween candy will also be made available.
- A report will be compiled for this event.

**\*\*Paul Hans called the question.**

Friendly amendment: *Be it resolved to approve up to \$2,982.00 from line item 817/20 for the Halloween Pub Night;*

*Be it further resolved to appoint Curtis Pooghkay and Mudi Bwakura as project lead.*

- It was noted that the date for the Pub night was missing from this motion.

Friendly amendment: *Be it resolved to approve up to \$2,982.00 from line item 817/20 for the SFSS Halloween Pub Night on October. 27<sup>th</sup>, 2016;*

*Be it further resolved to appoint Curtis Pooghkay and Mudi Bwakura as project lead.*

**CARRIED**

**10.5 MOTION BOD 2016-10-07:10**

**Alan/Jimmy**

*Be it resolved to approve up to \$3,000.00 for the plexiglass coverings in Convocation Mall from line item X.*

Discussion:

- This motion came out of a recommendation from the Strategic Engagement Committee.
- The Board agreed that this would be a great use of that space.
- The General office will manage the keys.
- Martin stated that he believes SFU has a strong preference for that area to not be covered by plexiglass.
- The enclosed attachment is just a quote from SFU Facilities.

Friendly amendment: *Be it resolved to approve up to \$3,000.00 for the plexiglass coverings in Convocation Mall from line item 741/20.*

- It was noted that in the future motions must state how much funds are left in line items.
- Board needs to confirm with SFU before approving and moving forward with the above motion.

→ Motion postponed:

**10.6 MOTION BOD 2016-10-07-11**

**Mudi/John**

*Be it resolved to postpone this motion to a subsequent Board meeting.*

**CARRIED**

**10.6 MOTION BOD 2016-10-07:11**

**Curtis/Blossom**

*Be it resolved to appoint Hangué Kim (VP Finance) and X to the Events committee.*

Discussion:

- There are currently three vacancies on the committee.
- There was concern raised on the time of the meetings.
- The Board will have an offline conversation on this matter and a possible meeting time change.

Friendly amendment: *Be it resolved to appoint Hangué Kim (VP Finance) to the Events committee.*

**CARRIED**

**\*\*Abstentions:** Hangué Kim.

**10.7 MOTION BOD 2016-10-07:12**

**Curtis/John**

*Be it resolved to appoint Larissa Chen (Interim President & VP Student Services) as Chair of the Strategic Engagement committee.*

*Be it further resolved to appoint Curtis Pooghkay (VP Student Life) to the Strategic Engagement committee.*

Discussion:

- It was noted that Curtis is already a part of this committee and therefore does not need to be included in the motion.

Friendly amendment: *Be it resolved to appoint Larissa Chen (Interim President & VP Student Services) as Chair of the Strategic Engagement committee.*

**CARRIED**

### **10.8 MOTION BOD 2016-10-07:13**

**Christine/Prab**

Whereas the advocacy committee recommends the following proposal;

*Be it resolved to approve up to X from line item 820/20 for the Sexual Assault Policy Consultations Campaign.*

Friendly amendment: Whereas the advocacy committee recommends the following proposal;

*Be it resolved to approve up to \$750.00 from line item 820/20 for the Sexual Assault Policy Consultations Campaign.*

Discussion:

- Christine will send out a doodle document to the Board members regarding handing out the cards.
- Christine will also send out a document on what the Advocacy committee brainstormed should be in the consultations.

**CARRIED**

### **10.9 MOTION BOD 2016-10-07:14**

**Christine/Blossom**

Whereas the U-Pass student advisory caucus is looking to create a business case for the U-Pass renewal in 2018;

Whereas the U-Pass student advisory caucus has received a quote from succeed consulting;

Whereas the costs of the quote are being split among all members of the U-Pass student advisory caucus;

*Be it resolved to approve up to \$3,700.00 for the succeed solutions proposal.*

Discussion:

- Vancouver Community College (VCC) has up fronted all the costs; reports will be to the Board on time.
- All of the other student societies from postsecondary institutions have contributed.

- The consulting firm has had experience working with Translink and the Ministry of transportation.
- Compass card data will be reviewed, previous findings analyzed, speaking with student leads, and representatives of the Ministry of Translink.
- A couple board members stated that they do not see the value of this campaign due to their past experience with this work and its outcomes.
- It was noted that the Society should shift away from continuously taking funds out of the unrestricted surplus.
- It was noted that some post-secondary institutions have offered to pay more for this campaign, as well other institutions have committed; SFU is the last institution to decide.
- Members of the Advocacy committee noted that Translink and the U-Pass was a top priority for students from the data collected through the Advocacy survey.

\*Arr Farah called the question.

Friendly amendment: Whereas the U-Pass student advisory caucus is looking to create a business case for the U-Pass renewal in 2018;

Whereas the U-Pass student advisory caucus has received a quote from succeed consulting;

Whereas the costs of the quote are being split among all members of the U-Pass student advisory caucus;

*Be it resolved to approve up to \$3,700.00 for the succeed solutions proposal from advocacy line item 820/20.*

**CARRIED**

#### **10.10 MOTION (from Mudi)**

**Mudi/John**

*Be it resolved to receive the Nominations committee recommendations and fill SFSS committee vacancies as per the committee recommendations.*

Discussion:

- From the committee applications there is only one applicant who can make the time for the Vancouver Campus Committee (VCC).
- It was suggested that the terms of reference be changed for the VCC.
- Mudi stated that he has the applications on hand and the Board members are free to take a look at them.
- It was further suggested that the terms of reference be changed to include graduate students because the population of the Vancouver campus is mainly graduate students.
- The nominations committee reviewed the applications and moved forward with them based on a combination of the applicant's abilities, answers during the interview process, and is they filled out the application completely.
- In total there were 50-60 applicants.

**CARRIED**



## 11. DISCUSSION ITEMS

### **11.1 Granting Evaluation Changes**

- Postponed to subsequent meeting.

### **11.2 Website Survey**

- Postponed to subsequent meeting.

### **11.3 SFSS Emergency Food Bank Certificate Program**

- SFU dining services is doing a survey.
- Asking for student society to spread the word.
- Donating \$1.00 to the Food Bank per survey filled out.

## 12. ANNOUNCEMENTS

### **12.1 Vancouver Open House Event**

- Taking place on Wednesday October. 12th.
- SFSS will be tabling there.

## 13. IN-CAMERA

### **13.1 MOTION BOD 2016-10-07:15**

**Arr/Christine**

Be it resolved to move the meeting in-camera.

**CARRIED**

### **13.2 MOTION BOD 2016-10-07:16**

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Be it resolved to move the meeting ex-camera.

**CARRIED/CARRIED AS AMENDED**

## 14. ATTACHMENTS

- Succeed Solutions Proposal - Sept 2016 V1.pdf
- Granting and Appeals Committee TOR.pdf
- P304513-Plexiglass Doors for Poster Boards (Convo Mall) - Preliminary Estimate.pdf
- Halloween Pub Night Proposal.pdf
- Embark\_Referendum Proposal to SFSS\_Final.pdf

## 15. ADJOURNMENT

**MOTION BOD 2016-10-07:17**

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*Be it resolved to adjourn the meeting at – add timestamp.*  
**CARRIED/CARRIED AS AMENDED**



## UPASS Business Case

Sponsored by:

Vancouver Community College  
Emily Carr University

**September 7, 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 acknowledge 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:

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

## Our Understanding

The UPASS program was originally established by Vancouver Community College (VCC) and Emily Carr University (ECU) in early 2000. 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 \$41/month) 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 student union associations from the lower-mainland advanced education sector would like to team together to explore options and put forward recommendations to government to ensure a sustainable UPASS program. The current program is due to expire in spring of 2018. The goal is to achieve government commitment to a renewed program by spring 2017, prior to the provincial election.

This proposal outlines an approach to delivering a business case that reflects the collective views of the student associations, 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 UPASS 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 student union associations 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 student unions in their broader stakeholder engagement strategy to obtain awareness and support from key authorities (e.g. municipal, BC Transit, TransLink, Ministry of Transportation and Infrastructure).

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. The student union leaders from across the 7 lower-mainland post-secondary institutes will collectively form the Steering Committee who will 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"> <li>- Gather background information</li> <li>- Understand the stakeholders, expectations and critical success factors</li> <li>- Review and refine the plan</li> </ul>	Sep 19	Sep 30	10	5
Information Gathering	<ul style="list-style-type: none"> <li>- Interview student union leads (7)</li> <li>- Interview 2-3 municipalities (3)</li> <li>- Interview representatives at TransLink (2)</li> <li>- Interview representatives at MOT (2)</li> <li>- Conduct scan of other jurisdictions (5)</li> <li>- Review compass card data</li> <li>- Identify data gaps and a strategy to close them</li> <li>- Document findings</li> <li>- Review with the Student Union representatives</li> </ul>	Sep 26	Oct 31	20	60
Formulate Options	<ul style="list-style-type: none"> <li>- Begin to formulate options</li> <li>- Review with the Student Union representatives</li> <li>- Detail options including costs, features, terms, conditions, etc.</li> <li>- Draft recommendation</li> <li>- Review detailed options and recommendations with student union representatives</li> <li>- Adjust and refine the options and recommendations</li> </ul>	Oct 17	Nov 30	15	40
Package the Business Case	<ul style="list-style-type: none"> <li>- Prepare the business case document and get feedback from the student union representatives.</li> <li>- Review and validate the document with key stakeholders (e.g. sample group of students, etc.)</li> <li>- Finalize the business case for stakeholder presentation</li> </ul>	Nov 14	Dec 16	30	20
Support for stakeholder engagement	<ul style="list-style-type: none"> <li>- Provide advice and guidance on the stakeholder engagement strategy.</li> <li>- Provide presentations and briefing materials as required to support the lobby efforts</li> <li>- Make adjustments to the business case based on feedback from stakeholders (e.g. Municipalities, BC Transit, TransLink, MoT, etc.)</li> </ul>	Dec 1	Mar 31	20	20
Manage the assignment	<ul style="list-style-type: none"> <li>- Monitor and control budget</li> <li>- Report progress</li> <li>- Mitigate risks/issues</li> <li>- Conduct quality reviews</li> <li>- Ensure expectations are being met</li> </ul>	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

<b>Succeed Solutions</b>	<b>2004 - Present</b>	<b>President</b>
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Oversees a team of independent contractors who provide management consulting and information management services to public and private sector clients.

<b>CGI</b>	<b>2011-2014</b>	<b>Director of Management Consulting for BC</b>
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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

**Community Living BC**  
February 2016 - present

- Developed CLBC's Strategic Business Plan and future state business model. Currently assisting with their performance measurement and transformation strategy.

**BC Ministry of Justice**  
March 2016 - present

- Provided governance models and strategies for achieving next generation of 911 emergency communication services.

**Public Sector Employer Council**  
August 2015 - Present

- Led the business transformation for PSEC, focusing on the redesign of existing systems and related business processes, rules, and job roles.

**BCIT**  
December 2015 - Present

- Established a business case and plan for expanding the Specialty Nursing program and addressing cross agency issues.

<b>Emily Carr University</b>	<ul style="list-style-type: none"> <li>Worked with Continuing Studies to establish a Strategic plan and improve their processes, outcomes and financial situation.</li> </ul>
<b>Service BC</b> October 2014 – March 2015	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Insurance Corporation of BC</b> June 2013 - Present	<ul style="list-style-type: none"> <li>Provided thought-leadership in establishing Enterprise Architecture, Business Architecture and Business Analysis standards including meta-model, tools, governance, and processes.</li> <li>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.</li> <li>Mentored staff in business transformation, project management, change management, and process management. Assisted in establishing their centre of expertise.</li> <li>Provided a one day facilitation course to over 100 staff. Delivered the same training to over 180 conference attendees at an international conference.</li> </ul>
<b>Vancouver Community College</b> 2014 – Jan 2015	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Vital Statistics</b> Spring 2014	<ul style="list-style-type: none"> <li>Facilitated resolution of cross-agency issues pertaining to the Health Care Service Provider Registry.</li> </ul>
<b>BC Ministry of Labour, Citizens' Services and Open Government</b> February 2012 to March 2013	<ul style="list-style-type: none"> <li>Defined BC government-wide standards for managing common business processes, designing enterprise architectures and setting Service-Oriented Architecture (SOA) standards.</li> </ul>
<b>BC Pension Corporation</b> 2012	<ul style="list-style-type: none"> <li>Led the redesign of BC Pension Corporation work order approval process. Mentored staff in business architecture and process management techniques.</li> </ul>
<b>BC Assessment Authority</b> August 2011 to January 2012	<ul style="list-style-type: none"> <li>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.</li> <li>Defined a process architecture and high level business model for the corporation.</li> <li>Redesigned their key business process (obtaining market and property data)</li> <li>Worked with the CIO and key members of the client service delivery team to drive out open data management policies.</li> </ul>
<b>City of Surrey</b> Sept – Dec 2012	<ul style="list-style-type: none"> <li>Reporting to the City Manager, led a team of consultants to deliver an IT Strategic Plan for the City.</li> </ul>
<b>BC Ministry of Regional Economic and Skills Development</b> December 2010 to March 2011	<ul style="list-style-type: none"> <li>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"> <li>Mobile application for career suitability assessment testing</li> <li>On-line 3D game to raise awareness of career option for youth</li> <li>An interactive job forecast application for public access</li> </ul> </li> </ul>

<b>TransLink</b> May 2007 to March 2011	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>
<b>Optech</b> September 2009 to March 2011	<ul style="list-style-type: none"> <li>Working with the president and executive team, facilitated the development of the organization's strategic business plan and operationalization of the plan</li> </ul>
<b>Export Development Canada</b> July 2008 to October 2008	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ministry of Transportation</b> February 2005 to April 2007	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ministries of Agriculture &amp; BC Centre for Disease Control</b> May 2006 to October 2006	<ul style="list-style-type: none"> <li>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</li> </ul>
<b>BC Integrated Land Management Bureau</b> January to March 2006	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ministry of Environment</b> May 2005 to December 2007	<ul style="list-style-type: none"> <li>Provided strategic business and information planning for: <ul style="list-style-type: none"> <li>Conservation Officer Service</li> <li>BC Parks</li> <li>Wildlife Management Program</li> </ul> </li> </ul>
<b>BC Ministry of Sustainable Resource Management</b> 2000 to 2007	<ul style="list-style-type: none"> <li>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.).</li> <li>Assessed multiple spatial cadastre solutions and recommended a strategic direction to eliminate duplication and discrepancy across agencies.</li> <li>Managed a very politically charged initiative to expose environmental information to public.</li> <li>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.</li> </ul>
<b>BC Public Service Agency</b> April 2006 to October 2006	<ul style="list-style-type: none"> <li>Defined their IT Support Plan and implementation strategy.</li> </ul>

## BC Environment

1986 - 2006

- 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

- 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

- 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

- 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

- 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

- Developed the Ministry Strategic Systems Plan.

## BC Information Technology and Services Division

December 1999 to March 2002

- 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

- Established a strategic plan and redesigned the provincial government Child Care Program.

<b>BC Ministry of Community, Aboriginal and Woman's Services</b> December 2001 to March 2002	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ministry of Fisheries, Department of Fisheries and Oceans</b> 2000 to 2002	<ul style="list-style-type: none"> <li>Managed the development of a web GIS solution to track fish and fish habitat related activities in the province.</li> </ul>
<b>BC Ministry of Municipal Affairs</b> 2000 to 2001	<ul style="list-style-type: none"> <li>Project Director responsible for the Consolidated Fire Management System. The system enables sharing of Municipal fire equipment across the province.</li> </ul>
<b>Elections BC</b> 1999 to 2001	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ministry of Finance</b> January 1999 to December 1999	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Forest Renewal BC</b> January 1998 to January 1999	<ul style="list-style-type: none"> <li>Worked with the CEO and Executive team to redesign business processes and establish an Investment Management Warehouse system.</li> </ul>



# 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

<b>Succeed Solutions</b>	<b>2015 - Present</b>	<b>Partner</b>
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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.

<b>CGI</b>	<b>2012-2014</b>	<b>Senior Management Consultant</b>
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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.

<b>Royal Bank of Canada</b>	<b>2010-2012</b>	<b>Internal Consultant / Business Architect</b>
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Responsible to delivering significant transformational initiatives within Canadian Banking. The focus of the service offerings included strategy, operations and change management.

<b>Sears Canada</b>	<b>2008-2010</b>	<b>Director, Strategy</b>
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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.

<b>Deloitte</b>	<b>2006-2007</b>	<b>Management Consultant</b>
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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

### Delta Police Department

Nov 2015 - present

- 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.

### Iprogen Biotech

Mar 2014 – Aug 2016

- 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.

### Service BC

Oct 2015 – Mar 2016

- 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.

<b>WorkSafeBC</b> Oct 2015 – Jan 2016	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Service BC</b> Jan 2015 – Aug 2015	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Natural Resource Sector</b> Nov 2013 – Jan 2015	<ul style="list-style-type: none"> <li>Project Manager on the total system and process redesign for the Environmental Assessment Office. Project Manager on procuring and implementing 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.</li> </ul>
<b>Victoria Police Department</b> May 2014 – August 2014	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>City of Kelowna</b> June 2014- Sept 2014	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Ministry of International Trade</b> Oct 2013 – Mar 2014	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>BC Ferries Corporation</b> April 2013 – July 2013	<ul style="list-style-type: none"> <li>Nigel developed a customer experience journey to allow for opportunities to improve the overall client experience and identify opportunities where technology may be employed.</li> </ul>
<b>Royal Bank of Canada</b> March 2012 – Dec 2012	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Royal Bank of Canada</b> June 2011 – March 2012	<ul style="list-style-type: none"> <li>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.</li> </ul>
<b>Royal Bank of Canada</b> Jan 2011 – June 2011	<ul style="list-style-type: none"> <li>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</li> </ul>

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

<b>Royal Bank of Canada</b> Aug 2010 – Oct 2010	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Sears Canada</b> Feb 2010 – July 2010	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Sears Canada</b> Sept 2009 – Jan 2010	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Sears Canada</b> Sept 2009 – Oct 2009	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Sears Canada</b> Nov 2008 – July 2009	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Sears Canada</b> Aug 2008 - Dec 2008	<ul style="list-style-type: none"> <li>▪ 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</li> </ul>
<b>Mental Health Facility</b> April 2008 - July 2008	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Shared Services West</b> Dec 2007- April 2008	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Insurance Company</b> Sep 2007- Dec 2007	<ul style="list-style-type: none"> <li>▪ 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.</li> </ul>
<b>Deloitte</b> Feb 2008 – Aug 2008	<ul style="list-style-type: none"> <li>▪ Team member on the Human Resources transformation of a consulting firm.</li> </ul>



## GRANTING AND APPEALS COMMITTEE

### Name and Type

**Name:** Granting and Appeals Committee

**Duration:** The committee will be established upon the adoption of these terms of reference and dissolved at the discretion of the Board.

### Purpose

This purpose of this committee is to review grant proposal submissions exceeding a value of \$3,000 and to hear proponent appeals.

### Membership

- Voting members
  - President (ex-officio)
  - 5 board members
- Non-voting ex-officio members
  - Chief Executive Officer
  - General Office Coordinator

### Deliverables

The purpose of this committee is to:

- review grant proposals exceeding a value of \$3,000 and approve or reject those proposals,
- hear appeals from proponents where proponents feel the granting process was not followed or where the proposal evaluation is believed to have been based on misinformation, and
- provide summary reports to Board on all grant proposal evaluations and appeal hearings.

### Governance

The committee will strive for consensus. Where no consensus is reached, the committee will make decisions by simple majority vote.

A majority of voting members constitutes quorum.

Robert's Rules of Order shall govern the conduct committee meetings.

## Communications

The committee shall meet in person as required and at the call of the Chair.

The committee shall report on its progress at Board meetings.

The Chair may call a meeting where a notice of three working days has been provided.

## Relevant Policies

- Ends Policies
- GP-6: Board Committee Principles
- GP-7: Board Committee Structure



## PRELIMINARY ESTIMATE APPROVAL FORM

<b>PROJECT NO.</b>	304513 Plexiglass Doors for Poster Boards (Convo Mall)	<b>ESTIMATE No.</b>	<b>102451</b>
		<b>ESTIMATE DATE</b>	September 07, 2016
<b>ATTENTION</b>	sfssgo 778-782-3870 Student Society	<b>FROM</b>	Josh Angle Building Technologist
		<b>PAGES</b>	1/1

<b>BUILDING</b>	Convocation Mall Burnaby Campus	<b>LOCATION</b>	
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**Project Description:**

Fabricate, Finish, and Install (1) 7'6" x 7'6" x 8" and (1) 5'0" x 7'6" x 8" Tackboard enclosures c/w Plexiglas doors and lock.

**Scope of Work:**

- Fabricate to meet client specifications.
- Apply clear lacquer.
- Install enclosures.

**PRELIMINARY ESTIMATE**  
(+/-30%):

**\$3,000**

**Activation of Telephone and data lines is not included in this estimate. Please contact Operations and Technical Support directly to activate services. If not approved within thirty (30) days this project will be cancelled.**

\_\_\_\_\_  
Department Budget Authority

\_\_\_\_\_  
Date



# Haunted Halloween Pub Night Proposa;

Prepared By: Curtis Pooghkay

**Date: October 27<sup>th</sup> 2016**

## **Goals and Objectives:**

- To hold one of our signature events a Halloween Pub Night
- To continue to promote SFSS branding and our successful pub night series.
- To have a sold out event.

## **Stakeholders:**

- The SFSS membership
- Students over the age 19
- Some off campus people that would like to attend

## **Targeted Audience:**

- SFSS members over the age of 19
- Individuals that like to go to SFSS events

## **Messaging:**

- The SFSS is hosting their signature Halloween Pub Night
- Typically one of the highlights of the school year
- It we be fully Halloween themed

## **Strategy:**

- Pre-sale will be an affordable \$5-\$10 for our membership as well as the kickoff audience.
- Day of sales will be \$15

## **Metrics/Measurables**

- Amount of tickets sold for the pub night

## **Overview:**

The Halloween Pub Night is a huge event we hold every year that is one of the most popular pub nights we have. The idea of this pub night is to not turn a considerable profit and give students the best experience possible as is it one of our signature pub nights. This will be a fully run SFSS event. We will have Halloween candy available at the door and have a Halloween themed drink special. We will also be looking at a photo booth if the price is affordable within our budget.

## **Marketing:**

Marketing will be completed by our SFSS communications office. We will be printing tickets and putting up posters for promotion. We will have 300 presale tickets with limited availability at the door. We will also have costume contests and prizes available for the pub night. We will also have a few free pub night giveaways.

## **Production:**

The production aspect of this event is the most important part. There has been more money invested in the production than artists because it is about the experience of the event. The trust system is going to be brought in and set up by an SFU student. We are planning on renting lighting and CO2 from Galactic entertainment. The total expenditure for 3 intelligent lights and the co2 set up would be roughly \$927. The rest of the production budget would be spent on the normal essentials such as CDJs, mixers, a few led4 lights and some speaker set up for the pub night.

## **Ticket Sales:**

As our normal strategy we will have 50 pre-sale tickets sold at \$5 each. The additional 250 will be sold at \$10 each. Then we will have a limited 40 or so tickets at the door for \$15 each.

## **Costume Contest and Prizes:**

At this event we will be having a costume contest where we give out prizes for the winner of the following categories.

- Best costume
- Most unique costume
- Best complimentary costumes
- Most daring costume
- Most hilarious costume

## **Budget**

Item	Cost	Actual
Artists	\$250	
Production	\$850	
Security	\$700	
Decorations/ Candy	\$400	
Co2	\$532	
Misc	\$250	
Total	2982	
Revenue Stream		
\$5 x 50	\$250	
\$10 x 250	\$2,500	
\$15 X 40 ( Door)	\$600	
Total	3350	
Total Loss/Gain	368	

We have projected a small profit for this event due to the amount of extras we are putting into it for our attendees.

# Proposal

## Member Fee Referendum

To: SFSS Board of Directors  
From: Embark Sustainability Society  
Date: September 28, 2016

**Re: Proposal for referendum in Fall 2016**

### Overview

Embark Sustainability Society, formerly "Sustainable SFU", is the non-profit sustainability society based at Simon Fraser University. Undergraduate students passed a referendum in 2010 to become members of Embark and contribute \$2 (full-time students) and \$1 (part-time students) per semester to the society.

Since 2010, Embark has represented and advanced students' sustainability interests at SFU. All enrolled students are members of Embark, and we encourage students to provide feedback so we can best represent student sustainability interests on campus. See the Appendix for a list of our notable achievements.

Unfortunately, the referendum that was passed in 2010 did not account for rising costs over time related to inflation and program expansion. As a result, despite our demonstrable value to the student body and our growing list of achievements, we are faced with an on-going lack of sufficient revenue. We have assessed our budget and are confident that we are unable to make any more efficiency gains; as a result, future years will result in limited programming and grants unless we are able to increase member fees. While we are committed to fund development that ensures a diversified funding profile, we are seeking an increase to the member fees because being primarily funded by students allows us to be most responsive to students' needs and interests.

### Rationale

If the referendum passes, we would use the funds to make up for past and alleviate future losses due to inflation. We would also be able to expand our current programming

to the Vancouver and Surrey campuses. This includes the provision of grants, events, campaigns, and training to SFU undergraduate and graduate students.

With a one-time levy increase of \$1.50 for full-time students and \$0.75 for part-time students, resulting in a per-semester levy of \$3.50 for full-time students and \$1.75 for part-time students, annual revenues would increase by approximately \$110,000. We plan to allocate these funds as follows:

Amount	Expenditure
\$25,000	Hire a Communications Coordinator, paid at a living wage (\$20.68/hr) at 20 hours per week. This role would be intended for a current or graduating SFU student and would allow us to enhance our advocacy efforts.
\$15,000	Increase the Programs Manager hours from 30 to 40 hours a week to enable greater delivery of Embark's programming on the Vancouver and Surrey campuses.
\$45,000	Maintain and expand programming and advocacy that benefits students to all SFU campuses, such as Food Rescue, climate campaigning, and the Learning Garden.
\$25,000	Increase amount of funding available to students through our two grants, the Social Innovation Seed Fund and Community Grant, to meet student demand for financial support to pursue sustainability initiatives.

## Proposal

We would like to hold a referendum this Fall that seeks to increase the contribution that undergraduate students make to Embark. Specifically, we are requesting a one-time increase of \$1.50 (per full time student) and \$0.75 (per part time student) for an updated levy of \$3.50 for full-time students and \$1.75 for part-time students per semester. The following table outlines the total cost for each student based on their enrollment status over 2 or 3 semesters.

Enrollment Status	2 Semesters	3 Semesters
Full-time	\$7	\$10.50
Part-time	\$3.50	\$5.25

Below we have provided a preamble and our proposed referendum question.

**Preamble:**

Embark Sustainability Society (ESS), formerly “Sustainable SFU”, is a student-led non-profit that represents and advances the sustainability interests of Simon Fraser University students. ESS currently collects a levy of \$2 per semester from full-time SFU graduate students and \$1 per semester from part-time SFU graduate students, which was voted upon in a referendum held in 2010. However, this referendum did not account for rising costs over time related to inflation and program development, resulting in an on-going lack of sufficient revenue despite our demonstrable value to the student body and our growing list of achievements. With a one-time levy increase, Embark would be able to maintain and expand our programming to continue to bolster student-led sustainability initiatives through grants, events, and campaigns. To learn more, please visit [link forthcoming].

**Question:**

*Are you in favour of a one-time increase to the current semester-based levy, collected on behalf of Embark Sustainability Society, to \$3.50 per full-time student and \$1.75 per part-time student, for the purpose of supporting the society's sustainability programming, campaigns, student grants, and capacity to represent student interests?*

## Appendix

List of achievements
Have offered an average of 6 paid work positions to students each year;
Have trained dozens of students through the Peer Program – an 8 month intensive program where students implement sustainability projects at SFU while being provided with professional development workshops;
Gained a seat on SFU’s Senior Sustainability Council to represent student interests – the only seat for such a purpose;
Gained a seat on SFU’s Sustainable Mobility Advisory Committee to represent student interests, and advise the university on matters pertaining to sustainable transportation;
Established and currently chair SFU’s Cycling Subcommittee to advance cycling infrastructure to and from SFU;
Facilitated and helped launch SFU’s zero waste policy;
Established and operate a community garden at SFU Burnaby, which has more than 25 active university groups tending to plots;
Consulted 526 students from November 2015 - February 2016 to create the university’s first ever <i>Student Sustainability Vision</i> , which served as the primary student input into the university’s next Sustainability Strategic Plan (2017-2021);
Established and provide two separate grant funds open to all SFU students, from which we have collectively awarded \$65,192 to more than 50 student projects since 2012;
Hosted 93 free events for students since 2012, ranging from career nights to Bike to Work Week commuter stations to Community Kitchens;
Ran a Harvest Box Program which distributed boxes of fresh, healthy, local, and affordable produce to an average of more than 350 students each year;
Recently launched the Food Rescue Project, which collects produce from Nesters Market and redistributes it to SFU students;



Have secured a commitment from the university to build a cycling commuter station at SFU Cornerstone

Have represented and advocated student sustainability interests from the local to national level, including lobbying local politicians to support the proposed gondola and coordinating an open letter from post-secondary students calling for the Prime Minister and Premiers to undertake meaningful climate action (with 526 signatories from 57 post-secondary institutions and counting)