
DAVID C. HILL

Principal and CEO

David is an internationally recognized parking, transportation and mobility professional. He is a Certified Administrator of Public Parking, and has occupied senior management positions within the mobility industry since 1986. He was the Director of Parking and Transportation Services at the University of Western Ontario (1990-2000), the founding Chief Operating Officer of the Winnipeg Parking Authority (2003-10), and the National Director for Ascom Transport Systems in Canada; he has also led many projects in organizational redesign and technical upgrades, has worked in educational, medical, municipal and airport environments, and has led many transformational industry Boards and task forces. In addition to parking and mobility planning, David retains professional expertise in the business aspects of community based urban mobility programs, and in developing innovative organizational and business solutions to day to day operational challenges.

David's services include parking and transportation sector supply and demand assessments, demand management, alternative transportation, bicycle and vehicle facility functional design, as well as business and strategic planning, operational audits and performance development, facilities planning and operation, technologies and innovation, staff training and mentoring, and development of community resources and solutions to practical urban mobility challenges.

David is a senior advisor and a professional education and accreditation coordinator for the World Parking Symposium and the International Parking Institute. He is a well known mobility innovator and a strong community partnership builder. He has received several International Awards of Excellence from the International Downtown Association, the International Parking Institute, and other organizations. In 2010 David received the Chair's Award for Service to the Industry and was recognized as North American Parking Professional of the Year. He was also recognized with the Mayor's Award for his contribution to the City of Winnipeg. He is a frequent speaker in parking and mobility issues in North and South America, Australia, Europe and the Middle East.

David has served with distinction as a planning and logistics specialist and Executive Officer in the Royal Canadian Navy.

SELECTED SERVICES AND REPRESENTATIVE PROJECTS

Strategic Planning, Business Planning, Parking and Transportation Studies, Supply and Demand Management, Audit and Best Practices

- Strategic business planning and implementation, finance, policy, by-laws, best practices and customer service: City of Winnipeg, University of Western Ontario, University of British Columbia, Wilfrid Laurier University, Simon Fraser University, University of Ontario Institute of Technology, City of Houston, City of Regina, City of Lethbridge, City of London, City of Hamilton
- Community parking plans, studies, supply and demand analysis, public consultation and implementation: University of Western Ontario, City of Winnipeg, City of Kingston, Town of Milton, University of Saskatchewan, City of Houston, City of Regina, City of Lethbridge, City of Edmonton,
- Service outsourcing and public private partnerships, City of Winnipeg, University of Western Ontario, City of Lethbridge,
- Needs analysis and parking facility feasibility studies: City of Winnipeg, Fanshawe College, University of Western Ontario, Mount Royal College, City of Lethbridge, Regina General Hospital
- Parking facility optimization, maintenance and operation; City of Winnipeg, Toronto Dominion Centre, Manulife North American Centre, Old Ottawa City Hall, City of Regina

Development and Implementation of Parking Management Technologies:

- Installation and implementation, major facility Parking Revenue Control Systems: Calgary International Airport, Cite International Montreal City of Winnipeg,
- Development and equipment of major surface parking areas; University of Toronto Scarborough, University of Western Ontario, Durham College, City of Winnipeg
- Integrated parking and transit management strategies, technologies, fare and service coordination, site planning, and functional design; University of Western Ontario, City of Winnipeg

- Design of inter-site parking zones, automation and implementation of revenue control systems: Halifax Developments; Grey Bruce Health Services; Hanover and District Hospital; City of Kitchener, Saskatchewan Institute of Applied Technology
- Design and implementation of solar, wireless, cellular and GPS based remote payment systems: University of Western Ontario, Durham College, Ontario University of Ontario Institute of Technology, City of Winnipeg, City of Kingston, Saskatchewan Institute of Applied Technology, City of Regina,
- Conversion of parking garages to Central Cashier, Pay on Foot or Exit Cashier systems; Toronto Dominion Centre, Toronto; City of Winnipeg, Winnipeg Regional Health Authority, Reiss Parkade,
- Structural and operational renewal and rehabilitation of parking garages: City of Winnipeg
- Conversion of manual enforcement, administration, and customer service systems to wireless automation: City of Winnipeg, Simon Fraser University, Durham College, University of Ontario Institute of Technology, University of Calgary, Resort Municipality of Whistler, Harvard University, Grey Bruce Health Services, University of Victoria, University of British Columbia, Hanover District Hospital, University of Wisconsin, University of Miami, Sheridan College, Seneca College, University of Western Ontario, City of Regina, University of Alberta
- Design and implementation of mobile license plate recognition monitoring systems: City of Winnipeg, City of Regina
- Design and implementation of communication centre and IP camera systems: University of Western Ontario, City of Winnipeg, University of Winnipeg, Winnipeg Regional Health Authority
- Design and implementation of real time GPS based asset tracking and remote billing systems: City of Winnipeg, Skymeter Corporation
- Design and implementation of automated parking guidance way finding systems: York University, City of Winnipeg, University of Western Ontario, Pearson Airport, Chinook Centre, Salmaniya Medical Complex, University of Calgary

Special Parking Operations and Event Management

- Special event parking and mobility solutions: FIFA World Cup parking solutions (Brazil), CanWest Stadium (Winnipeg Goldeyes Baseball), MTS Centre (Manitoba Moose/Winnipeg Jets NHL Hockey); University of Western Ontario (Mustangs), City of Winnipeg (film shoots, downtown events), 2001 Canada Summer Games, Canadian National Exhibition, London Balloon Fiesta, Molson Indy, Calgary Stampede

PROFESSIONAL BACKGROUND

2010– 2012	Manager, Transportation Planning	MMM Group Limited
2003–2010	Chief Executive Officer	Winnipeg Parking Authority
2002–2003	Specialist - Parking Planning and Operations	BA Consulting Group
2000–2002	National Director	Ascom Transport Systems
1990–2000	Director Parking and Transportation Services	University of Western Ontario
1988–1990	General Manager	Group 4 (Protection Services)

EDUCATION

1998	Certified Administrator of Public Parking	University of Virginia
1985	Master of Arts	Royal Military College (International Studies)
1982	Bachelor of Arts (Honours)	University of Western Ontario

RECOGNITION

2010	Award of Excellence	International Downtown Association
2010	Parking Professional of the Year	International Parking Institute
2010	Mayor's Award	City of Winnipeg
2010	Chair's Award for Service	International Parking Institute
2007	Award of Merit	Downtown Winnipeg Business Improvement Zone
2007/ 2010	Facilities Standards Award	Canadian Parking Association
2007/ 8/ 9/ 10	Manitoba Top 50 Businesses	Manitoba Chamber of Commerce
2006	International Award of Excellence	International Downtown Association
1998	International Award of Excellence	International Parking Institute
1996	National Award of Merit	Canadian Association of University Business Officers

PROFESSIONAL SERVICE

2007-10	Board of Directors	Canadian Parking Association, Ottawa
2008-2011	Board of Directors	International Parking Institute, Washington
1983-present	Advisory Council	International Parking Institute, Washington
1996-present	Board of Directors	Canadian Parking Foundation, Toronto
1996-present	Professional Training/Accreditation Team	International Parking Institute, Washington

DETAILED PROJECT PROFILE

Project Manager, City of Regina, Regina SK (2013): Responsible for review of current municipal parking facility and services, by-laws policies and practices, planning and operations, financials and investments in downtown Regina, and developing a downtown parking strategy to address problems and community aspirations. The project resulted in greatly improved customer service, operations, technologies, and financial returns.

Project Specialist, Salmaniya Medical Complex, Salmaniya, Bahrain (2012): Responsible for review of current supply, demand, stall occupancy management and operating equipment, and recommending new and more effective automation technologies, at the health complex. The project resulted in greatly improved customer service, operations, technologies, and financial returns.

Project Specialist, City of Hamilton, Hamilton ON (2012): Responsible for review of future parking facility planning opportunities in downtown Hamilton and creating a financial plan for development of the optimal site. The project resulted in an optimal development program for the new facility.

Project Specialist, Regina General Hospital, Regina SK (2012): Responsible for review of current parking facility supply, demand and operations at the hospital, developing a financial plan for expansion and proposing delivery methods and P3 solutions. The project resulted in an improved understanding of the economics of parking operations as well as better use of current resources.

Project Specialist: Regina Airport Authority Expansion, Regina SK (2012): Responsible for review of current parking facilities and operations at the airport; commenting and recommending new developments and P3 solutions for long and short term parking areas, and basic design for new garage scheduled for 2016. The project resulted in improved financial and property planning as well as an accurate understanding of current values and opportunity costs.

Project Manager, City of Lethbridge, Lethbridge AB (2012): Responsible for review of current parking facility planning opportunities in downtown Lethbridge and designing P3 and other business strategies to address community aspirations. The project resulted in improved understanding of the economics of parking operations as well as better use of current resources.

Project Specialist: City of Edmonton Downtown Parking Strategy, Edmonton AB (2012): Responsible for review of current parking planning and technologies in downtown Edmonton; commenting and recommending improvements and new technology applications for On and Off Street environments. The project resulted in improved parking operations as well as growth in value and a new development platform for Off Street locations.

Project Manager; City of Regina Parking Enforcement Program, Regina SK, City of Regina (2011): Responsible for review of current parking enforcement legislation, policies, technologies, practices and outcomes in Downtown Regina; commenting and recommending improvements and new developments anticipating a new Downtown Master Plan and Parking Strategy. The project resulted in improved parking enforcement programs and results.

Project Manager, City of London Downtown Parking Strategy Review, London ON, City of London (2012): Responsible for review of current parking planning, policies and practices in downtown London; commenting and recommending improvements and new developments in keeping with the Downtown Master Plan, Transit Plan, and other supporting strategies. The project resulted in improved parking operations as well as growth in value and a new development platform for Off Street locations.

Task Force Leader, International Parking Institute Accreditation Program Project, Washington DC, International Parking Institute (2011): Responsible for conceiving, designing and leading the Task Force toward development of a new international Industry Standards and Accreditation Program for parking facilities and services. The project resulted in a new 5 Star rating systems for parking facilities and services, used worldwide to define public and private assets.

Project Specialist, City of Lethbridge Downtown Parking Strategy, Lethbridge AB, City of Lethbridge (2011): Responsible for review of current parking planning, policies and practices in downtown Lethbridge; commenting and recommending improvements and new developments in keeping with the Downtown master Plan and other supporting strategies. The project resulted in improved parking operations as well as growth in value and a new development platform for Off Street locations.

Project Manager; University of Calgary Art Parkade Re-Lamping Project, Calgary AB, University of Calgary (2011): Responsible for assisting University staff in the design, assembly, installation, and commissioning of new illumination technology in the Art Parkade facility. The lighting design utilized LED technology in combination with sensor detections and way finding to assist with customer service. The project resulted in better customer access to the garage facility and improved revenues and accountability for the University.

Project Manager: Resort Municipality of Whistler; Day Lot Parking Strategy, Whistler, BC, Resort Municipality of Whistler (2011): Responsible for review of current program and formulation of new strategy for use of "day lots" to support the residential and business community and service the resort. Conducted customer surveys, public meetings, stakeholder meetings, reviewed current strategy and proposed new rate structures and utilization patterns. The project resulted in optimization of the use of the parking lots for all stakeholders and optimization of revenue to the municipality.

Project Specialist: City of Edmonton Parking Strategy, On and Off Street Technologies, Edmonton, AB, City of Edmonton/Bunt Assoc. (2011): Responsible for technology plan for On and Off Street parking facilities in the City of Edmonton. Conducted needs assessment, Request for Proposals, purchase, implementation and commissioning. The project resulted in an updated and more efficient parking system, and increased revenues, for the City.

Project Specialist: City of Seattle Performance On Street Metering System, Development Plan, Seattle, WA, City of Seattle/Kimley Horn (2011): Responsible for expert panel work and public meetings, current program review and development planning toward establishment of performance pricing methodologies for city streets and communities in the City of Seattle. The project resulted in establishment of dynamic seasonal and daily rates for parking facilities so as to create a consistent 15% availability of curbside parking in all districts at all times.

Project Manager: City of Kingston On and Off Street Parking Technology Review and Development Plan, Kingston, ON, City of Kingston (2011): Responsible for current program and technology review, needs assessment, business plan review, development of specifications, Request for Proposals, selection and implementation of equipment renewal at the City of Kingston. The project resulted in better parking, traffic and vehicle management, improved machinery maintenance programs, improved customer service, and improved net revenue to the city.

Project Manager: SIAST Multisite Pay Parking Implementation, Saskatoon, Moose Jaw, Regina, Prince Albert, SK, Saskatchewan Institute of Technology (2011): Responsible for needs analysis, development of specifications, Request for Proposals, selection and implementation of equipment for the inaugural multi site pay parking program at the Institute. The project resulted in better parking, traffic and vehicle management on each campus and provided a net revenue to the institution.

Project Manager; University of Calgary Art Parkade Automation Project, Calgary AB, University of Calgary (2011): Responsible for assisting University staff in the design, assembly, installation, and commissioning of new automation technology in the Art Parkade facility. The equipment design utilized pay and display technology to trigger sensor detections and assist with customer way finding. The project resulted in better customer access to the garage facility and improved revenues and accountability for the University.

Project Specialist; Humber College Parking and Traffic Management Study, Toronto ON, Humber College (2011): Responsible for review, assessment, and recommendations toward improvement of functional design of parking lots and access points at the College. The review assisted in the overall objective of better managing the College's parking and traffic loads on campus.

Project Manager; Western Region Interim Management, Calgary AB, Standard Parking of Canada (2011): Responsible for all aspects of private and public parking operations, sales and service in Western Canada Region MB SK AB BC while client conducted an extensive search for executive staff. Work closely with internal staff and property owners to improve service delivery. The project assisted the client moving forward with several key changes to personnel and management practices within the organization.

Project Manager; Pearson Airport Stall Count Automation, Toronto ON, Greater Toronto Airports Authority (2011): Responsible for review, assessment, and recommendations toward improvement to the functional design of the Terminal 1 and Terminal 3 parking garages and implementation of stall count sensors to assist with customer way finding. The project assisted in the managing customer movements more efficiently and generating higher revenues for the airport.

Project Manager; University of Winnipeg Parkade Feasibility Study, Winnipeg, MB, University of Winnipeg (2011): Responsible for preparation of a feasibility study toward constructing a combination parking garage and athletic field house for the University. The study resulted in the University reworking its plans for the facility to pursue increased capital funding prior to committing to garage construction.

Project Manager; University of Saskatchewan Parking Rate Survey, Saskatoon SK, University of Saskatchewan (2010): Responsible for preparation of a financial survey of comparable universities and municipalities toward restructuring University parking fees and services. This study resulted in the University revising its programs as recommended, optimizing its faculty and staff parking lots and generating an additional \$ 1.5 M per year for campus transportation facilities.

Project Specialist; Osborne Village Community Parking Study, Winnipeg MB, Winnipeg Parking Authority (2010): Responsible for interpretation of supply and demand data gathered in support of a community parking study in the Osborne Village character area of Winnipeg, and for recommendations toward resolution of demand challenges in this area. The study allowed the City to move forward with secondary planning that included changes to traditional parking ratios.

Project Specialist; Regent Street Casino Expansion, Winnipeg MB, Province of Manitoba (2010): Responsible for functional design of parking lots, valet service and bus lay by areas incorporated into the Casino Concert Hall and hotel expansion. The project contributed to establishment of a detailed traffic management and site plan for the new Casino facility.

Project Manager; Skymeter Operationalization and Commercialization, Toronto ON, Skymeter Corporation (2010): Responsible for assisting a new GPS based parking technology developer in commercializing the new product and bring it to market. The project resulted in a new and revolutionary tracking and remote billing technology in gaining awareness and momentum toward changing the way consumers pay for parking, roadway tolls and other services associated with personal transportation.

Project Specialist; Brandon Renaissance District Plan, Brandon MB, University of Brandon (2010): Responsible for review, assessment, and recommendations toward improvement of downtown parking facilities and services in Brandon. The project led to a review of the downtown secondary plan and some major changes to the way public parking is viewed and supported by the City.

Project Specialist; Houston Downtown Parking Strategy, Houston TX USA; City of Houston (2011): Responsible for review, assessment, and recommendations toward improvement of downtown parking facilities and services in Houston. The project was part of a major policy review by the City, and contributed to the establishment of an autonomous parking enterprise program supported by the local economic development organizations.

Project Manager; Portage Ave. Security Design; Winnipeg MB, Chartier Property Management (2010): Responsible for review of security requirements and organizing 24/7 security services for properties held in common between the University of Winnipeg and other owners. The review resulted in a rationalization of security operations that improved services while reducing costs.

Project Manager; WRHA Main St Parkade Equipment Purchase, Winnipeg MB, Winnipeg Regional Health Authority (2009): Responsible for recommendations to designers regarding overall functional design of the new WRHA parking garage, and for design, selection, installation and commissioning of Pay on Foot technology. The project was completed on time and resulted in a seamless and functional parking operation for the Health Authority.

Project Manager; Manitoba Moose Event Parking; Winnipeg MB, City of Winnipeg (2003-2010); Responsible for planning and supervising AHL hockey event parking at several venues; facilities, inventory, traffic, cash operations. Resulted in seamless arrivals and departures for spectators coordinated with ongoing business activities in Downtown Winnipeg.

Project Manager; Winnipeg Goldeyes Event Parking; Winnipeg MB, City of Winnipeg (2008-2010); Responsible for planning and supervising minor league baseball event parking at several venues; facilities, inventory, traffic, cash operations. Resulted in seamless arrivals and departures for spectators coordinated with ongoing business activities in Downtown Winnipeg.

Project Manager; Winnipeg Parking Authority; Winnipeg MB, City of Winnipeg (2003-2010); Responsible to Council for the establishment and development of an autonomous parking authority for the City of Winnipeg for 8 years, incorporating On and Off Street parking facilities, policy and development support, and compliance programs, linkages with transit and transportation. The project resulted in the assembly of a modern, award winning public parking operation that utilized On Street pay stations, Off Street Pay on Foot, Pay by GPS and Cell Phone systems, wireless handheld computers and GPS/Camera vehicles in support of City initiatives.

Project Specialist; UOIT/Durham College Campus Master Plan and Parking redevelopment Project, Oshawa ON, University of Ontario Institute of Technology (2002): Responsible for the functional design of 12 surface parking lots, lanes, approaches and automation, as well as business program design, automation, and implementation. Established the location and design of parking and traffic facilities and moved to implementation of Pay and Display and Pay of Foot equipment in campus parking lots. Designed an automated an initial permit issuance system, and organized parking enforcement patrols, and supervised commissioning. The program resulted in establishing a productive and service oriented parking department on campus.

Project Manager; Grey Bruce Health Services Parking Optimization and Acquisition Program, Owen Sound, ON, Grey Bruce Health Services (2002): Responsible for review, assessment, and recommendations toward improvement and integration of parking programs, services fees, and facility access systems at the 7 regional hospitals comprising the Health Centre. This included optimization of facilities and services as well as improvements to the access and revenue control, automation, and full integration of programs and technologies to facilitate staff movement between widely separated rural sites. The program resulted in improved parking supply, amenities, revenues, and seamless Pay on Foot automation from site to site.

Project Manager; York University Parking Technology Acquisition Program, Toronto ON, York University (2002): Responsible for review, assessment, and recommendations toward improvement and integration of, parking technologies and facility access systems at the University. This included optimization of facilities and services in parking garages as well as improvements to the access and revenue control, automation, and full integration of programs and technologies. The program resulted in improved parking opportunities for customers and seamless implementation of Pay on Foot automation technology.

Project Manager; Toronto Dominion Centre Parking Technology Acquisition Program, Toronto ON, Cadillac Fairview (2002): Responsible for review, assessment, and recommendations toward improvement of functional design of aisles, stalls and Pay on Foot automation technology in underground parking garages below the Toronto Dominion Centre. The installation was complex due to the volume of traffic experienced, the difficulty of the retrofit design, and the many access points to the garage. The project resulted in changes to the garage floor plan layout and to the positioning of control equipment.

Project Manager; Hazelton Lanes Parking Technology Review, Toronto ON, Cadillac Fairview (2002): Responsible for review, assessment, and recommendations toward improvement of business and cash control practices in underground parking garage at Hazelton Lanes. Recent installation of Pay on Foot technology had not resulted in the operational improvements expected. The project resulted in changes to operating procedures and the positioning and programming of the control equipment so as to reduce revenue shrinkage.

Project Manager; University of British Columbia Parking Best Practices Study, Vancouver, BC, University of British Columbia (2002): Responsible for review, assessment, and recommendations toward improvement of parking and transit programs at the University. This included optimization of facilities and services as well as improvements to the strategic and business plan, customer services and amenities, TDM profile, automation, functional design, permit systems, cash control and access systems, point of sale, credit card and account sale systems. The review assisted in implementing better practices, resulting in better service to the campus community and improved operating revenues.

Project Specialist; Delta Parkade Equipment Purchase, Halifax NS, Halifax Developments (2002): Responsible for acquisition, installation and operation of Pay on Foot and lane management equipment at the Delta Barrington garage in Halifax. Acquired suitable equipment, installed and commissioned resulting in better customer service and consistent revenue in this important garage.

Project Specialist; Town of Milton Downtown Parking Study, Toronto, ON, Town of Milton (2002): Responsible for conducting a supply and demand study of the Milton central business district and identifying areas of opportunity and risk in redeveloping the area. The study reviewed a proposal to build a new concert facility, resulting in positive changes to the parking facilities to promote greater sharing of space.

Project Manager; City of Kingston Downtown Parking Study, Kingston ON, City of Kingston (2002): Responsible for conducting a supply and demand study of the Kingston central business district and identifying areas of opportunity and risk. The study proposed conversion of a progressive parking rate system supported by changes to enforcement and upgrades to On Street pay stations. The program resulted in improved customer service and increased revenue to the municipality.

Project Manager; Hanover Health Care Centre Parking Management System Implementation, Hanover ON, Hanover Health Care Centre (2000): Responsible for review, assessment, and recommendations toward improvement of parking programs at the Health Centre. This included an optimization of facilities and services as well a functional review of the parking lots and control technologies. The project resulted in a new access roadway and parking lot approach design and a new Pay on Foot parking revenue control system.

Project Specialist; Manulife Centre Parking and Traffic Management Study, Toronto ON, Manulife Financial (2002): Responsible for measuring supply and demand in the Manulife Centre underground garage, and recommendations toward optimization, special needs parking, maintenance, equipment and restoration strategies. The review resulted in changes to the traffic flow patterns in the garage, and implementation of a multi lane automated exit plaza to facilitate faster egress.

Project Manager; Mount Royal College Parking Best Practices Study, Calgary AB, Mount Royal College (2003): Responsible for review, assessment, and recommendations toward improvement of parking programs at the University. This included optimization of physical facilities and services as well as improvements to the strategic and business plan, customer services and amenities, TDM profile, automation, functional design, permit systems, cash control and access systems, point of sale, credit card and account sale systems. The review assisted in implementing better practices, resulting in better service to the campus community and improved operating revenues.

Project Manager; Homewood Health Centre Parking Best Practices Study, Guelph ON, Homewood Health Centre (2003): Responsible for review, assessment, and recommendations toward improvement of parking programs at the Health Centre. This centred on optimization of facilities and services as well provision of better safety and security for customers and patrons of the Centre. The review assisted in implementing better practices, new control equipment, and capital provisions for lot expansions and improved amenities.

Project Manager; Old Ottawa City Hall Parking Rehabilitation, Ottawa ON; BLJC Properties (2003): Responsible for measuring supply and demand in the old city hall underground garage, and recommendations toward optimization, special needs parking, maintenance, equipment and restoration strategies. The review resulted in a smaller than anticipated renovation and a revised permit program that improved sharing of existing parking spaces.

Project Manager; North American Centre Parking Facility Design, Toronto ON, North American Life Corporation (2002): Responsible for review, assessment, and recommendations toward improvement of parking programs at the North American Centre. The project focused on optimization of facilities and services as well provision of better safety and security for customers and patrons of the Centre. The review assisted in implementing better practices, new control equipment, and capital provisions for lot expansions and improved amenities.

Project Manager; Fanshawe College Parking Study, London ON; Fanshawe College (2002): Responsible for conducting a parking supply and demand study for the College and making recommendations toward feasibility of constructing a parking garage. The study resulted in the College rejecting the garage option in favour of managing to industry best practices and managing parking demand downward.

Project Manager; Cite International Parking Garage Equipment Purchase, Montreal QC, GestiParc (2000): Responsible for acquisition, installation and operation of Pay on Foot and lane management equipment at the Cite International parking garage. Montreal. Acquired suitable equipment, installed and commissioned resulting in better customer service and consistent revenue in this important garage.

Project Manager; Calgary Airport Parking Revenue Control System, Calgary AB, Calgary Airports Authority (2000): Responsible for assembling, installing and commissioning a parking revenue control system with 5 levels of redundancy for the airport parking garage, including entry plaza lanes, automated exit lanes, and cashiered exit lanes, short term lots, count signage, supplies, services and maintenance. The project resulted in improved traffic flow and a more efficient use of the garage, in anticipation of garage and terminal expansion.

Project Manager; Simon Fraser University Parking Management System Implementation, Vancouver BC, Simon Fraser University (1999): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; University of Wisconsin Parking Management System Implementation, Stevens Point WI, University of Wisconsin (1999): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; University of Victoria Parking Management System Implementation, Victoria BC, University of Victoria (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; University of British Columbia Parking Management System Implementation, Vancouver BC, University of British Columbia (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; Sheridan College Parking Management System Implementation, Toronto ON, Sheridan College (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; Seneca College Parking Management System Implementation, Toronto ON, Seneca College (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; University of Syracuse Parking Management System Implementation, Syracuse NY, University of Syracuse (1999): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; University of Miami Parking Management System Implementation, Coral Gables FL, University of Miami (1999): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; Harvard University Parking Management System Implementation, Boston MA, Harvard University (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; Resort Municipality of Whistler Parking Management System Implementation, Whistler BC, Resort Municipality of Whistler (2000): Responsible for organizing, configuring, training and implementing new hardware and software to facilitate better customer service, permit management and enforcement programs at the University. The program assisted in implementing better practices, resulting in higher acceptance by the campus community, as well as higher overall operating revenues.

Project Manager; Carleton University Parking Best Practices Study, Ottawa, ON, Carleton University (1999): Responsible for review, assessment, and recommendations toward improvement of parking programs at the University. This included optimization of facilities and services as well as improvements to the strategic and business plan, customer services and amenities, TDM profile, automation, functional design, permit systems, cash control and access systems, point of sale, credit card and account sale systems. The review assisted in implementing better practices, resulting in better service to the campus community and improved operating revenues.

Project Manager; UWO Mustangs Event Parking Operations; London ON, University of Western Ontario (1990-1999); Responsible for planning and supervising Mustangs event parking; facilities, inventory, traffic, cash operations. Resulted in seamless arrivals and departures for spectators integrated with ongoing operations at the University.

Project Manager; Ontario Summer Games Event Parking Operations; London ON, University of Western Ontario (1990-1999); Responsible for planning and supervising Summer Games event transportation at several venues; facilities, inventory, traffic, cash operations. Resulted in seamless arrivals and departures for spectators integrated with ongoing operations at the University and 6 remote game sites.

Project Manager; Wilfrid Laurier University Parking Best Practices Study, Waterloo, ON, Wilfrid Laurier University (1998): Responsible for review, assessment, and recommendations toward improvement of transportation programs at the University. This included optimization of facilities and services as well as improvements to the strategic and business plan, customer services and amenities, TDM profile, automation, functional design, permit systems, cash control and access systems, point of sale, credit card and account sale systems. The review assisted in implementing better practices, resulting in better service to the campus community and improved operating revenues.

Project Manager; University of Western Ontario Parking and Visitor Services; London, ON, University of Western Ontario (1990-2000); Responsible for planning and leadership of a University Ancillary. Parking and Transit Facilities were upgraded to transponder access and pay in lane technology; Enforcement programs were reformed and new management software was written and marketed. TDM principles were applied and alternative transportation, UPASS and cycling programs were applied. Award winning program resulted in few vehicles, a higher quality parking experience, and higher annual revenues.

Project Manager; Victoria Hospital Parking Operations; London, ON, London Health Sciences Centre (1988- 1990); Responsible for planning, staffing and day to day management of hospital parking operations and control systems. Facilitated access for medical and non medical staff, patients and visitors.