
JOHN D. SWAN - MBA, PMP

PROFILE

Committed, driven and accomplished professional with remarkable leadership experience managing multiple cross-functional teams in business / IT industry. An expert at delivering simultaneous, large-scale projects adhering to acceptable bounds of budget and time constraints while leading technical teams in improving innovative business solutions. Adept at running critical operations, covering the domains of business, applications, information technology and security. Business strategist with the ability to plan and manage projects aligning strategic business outcomes with technology and business process solutions to drive improvements, competitive advantage and bottom-line gains. Highly adept at mitigating risks and anticipating/resolving challenges by coaching teams to creatively solve problems. Proven ability in ensuring the best people, process and technology solutions are utilized to solve problems, without losing sight of factors such as budget, timelines and internal/external dependencies. Exceptional leader, motivator and team builder who is goal-oriented and excels in a fast-paced, innovative environment.

EXPERIENCE SUMMARY

TITLE	COMPANY	FROM	TO
Self Employed	Business and Technology Consulting	2019	Present
Deputy Chief Administrative Officer & Chief Transformation Officer	Town of Innisfil	2018	2020
Chief Information Technology Officer and Director Information Technology Services	Regional Municipality of York	2013	2018
Manager Information Technology Services	Regional Municipality of York	2012	2013
Corporate Programs Project Manager	Regional Municipality of York	2007	2012
Manager Information Technology Services	Town of Markham	2005	2007
Sr. Staff-Client Advisor / Project Manager	Town of Markham	2001	2005
Sr. Project Manager / Office Administrator	TERTEC Enterprises	1997	2001
Branch Manager	Regal Capital Planners	1994	1997
Sr. Systems Analyst	City of Barrie	1990	1994
Systems Officer	Barrie Public Utilities Commission	1990	1990
Systems Officer	Ministry of Community and Social Services	1988	1990
Programmer Analyst	Ministry of the Solicitor General (OPP)	1987	1988
Programmer Analyst	Royal Canadian Mounted Police (Ottawa)	1986	1987

EXPERIENCE DETAIL

SELF EMPLOYED - BUSINESS AND TECHNOLOGY CONSULTING – 2019-PRESENT

- Leader - Certified in DiSC and the Five Behaviors - able to pull diverse teams together
- Designing and implementing business growth plans and leading the operation
- Establishing policies that promote the company culture and vision
- Working with multiple municipal contracts in the areas of Program Management, Change Management and Project Management
- Sr. Leadership Teams mentor program with 5 Behaviours and DiSC Work Style Modelling
- Development of International Partners Program
- Delivered a sourcing solution for a customer based out of China, Shanghai and Beijing (2019)
- Implementing Digital Transformation programs and Innovative business practices for efficiency
- Set comprehensive growth targets and plans
- Participate in expansion activities (investments, acquisitions, corporate partners and alliances)

DEPUTY CHIEF ADMINISTRATIVE OFFICER & CHIEF TRANSFORMATION OFFICER, TOWN OF INNISFIL – 2018-2020

- Dual role providing coverage and duties related to the function of administering the entire town as well as being charged with transforming the vision, design and delivery of the long-range plan
- Worked closely with the CAO, Mayor and Council to ensure delivery of the corporate strategic plan
- Oversee all processes, procedures and structures that support teamwork and collaboration between functional areas and the broader Town entities
- Responsible for overall team dynamics of the management team to ensure trust and cooperation are at the foundation of how the teams work together
- Methodology expert and facilitator to support teams as they work to “raise the bar” in terms of innovation and achieving strategic outcomes
- Research and analysis of customer requirements and needs to support effective business and strategic planning for the Town
- Look for trends and patterns in customer issues and complaints across the Town to develop programs to solution processes and procedures that require adjustment
- Provide support and coaching to management to help continuously improve leadership skills and their ability to meet service level requirements
- Work with leadership team members to train them on skills and behaviours they require with respect to innovating and thinking strategically
- Development of a measures and monitoring program for improvement in innovation and the skills underpinning them
- All Sr. Leadership Team have a direct reporting relationship my role
- Support and drive leadership team to recognize innovative programs that focus on revenue generation, private-public partnerships, to take bold steps in municipal government
- Oversee the creation of business cases with cost/benefit analysis to support any required “seed” funding for new ideas and innovative approaches
- Work closely with the CAO and CFO in effective budget and fiscal oversight of the Town’s resources

- The Town of Innisfil, is an innovative small municipal government, that saw the Uber model, Crypto Currency as well as other large innovative programs that will change the face of municipal government - I have deeply led and participated in this success stream

**CHIEF INFORMATION TECHNOLOGY OFFICER AND DIRECTOR OF INFORMATION SERVICES,
REGIONAL MUNICIPALITY OF YORK – 2013-2018**

- Promoted to Director's position as a result of superior performance and leadership
- Direct management of \$50Million budget, 6 Managers and 130 staff
- Providing strategic and operational information technology services to the municipality
- Responsible for developing and directing IT services, including corporate information technology planning and security/control, IT project management, Regional ERP system and region-wide communication service planning and delivery
- Provide leadership and direction in the development of goals and objectives, strategic planning, policies and procedures
- Monitor IT / communications initiatives and projects to ensure delivery to meet stated objectives
- Supervise staff, including recruitment, selection, hiring, assigning work, learning and development programs, performance appraisals and determining / recommending disciplinary action
- Liaise with/develop dialogue with IT/communications industry professionals to enhance knowledge of market initiatives and best practices
- Lead connection point for 9 lower tier municipalities

**MANAGER INFORMATION TECHNOLOGY SERVICES, REGIONAL MUNICIPALITY OF YORK –
2012-2013**

- Led special project while ensuring they met strategic business requirements and were completed within acceptable budget and time limits
- Provided ongoing direction, coaching, training and development opportunities to staff members, enabling the ability to build and utilize new skills and increase engagement
- Oversight and coordination of technology direction and strategy, process and quality improvement
- Managed IT corporate standards compliance, asset management, project planning and management, budgeting, forecasting and customer relation management
- Provided strategic planning, team building & leadership, project and program management, risk assessment, incident & problem resolution, change management, process improvement and customer and partner relationship management
- Managed vendors, consultants and internal IT team to successfully execute projects
- Directed IT teams in designing, building, implementing, managing, supporting and enhancing key technologies

CORPORATE PROGRAMS PROJECT MANAGER, REGIONAL MUNICIPALITY OF YORK – 2007-2012

- Led PM witching with the CIO to develop IT strategic direction and develop and deliver workshops with corporate directors in order to reduce requirements into a set of strategic initiatives

- Responsible for providing project management leadership, quality control and assurance, client focused business process and technology support services for all corporate departments and initiatives
- Proactively engage and maintained strong working relationships with vendors, which enhanced communications, eliminated redundancy and improved operational efficiency
- Led technical teams to define network architecture maintenance requirements to support the development of the regions architecture sustainability plan
- Established the process to operationalize server based computing components in order to make the transition from project to operations - taking staff, process, workloads, contracts, technical requirements and software certification processes into consideration
- Supervised staff, including recruitment, selection, hiring, assigning work, determining training requirements, performance metrics, coaching and mentoring

MANAGER INFORMATION TECHNOLOGY SERVICES, TOWN OF MARKHAM - 2005-2007

- Managed service desk staff, process analysts and project management staff within the IT services area
- Directed IT teams in designing, building, implementing, managing, supporting and enhancing key technologies
- Oversight and coordination of technology strategic direction and strategic process capitalizing quality improvements
- Managed staff, provided technical guidance and direction, managed staff development, training and performance

SR. STAFF-CLIENT ADVISOR / PROJECTS MANAGER, TOWN OF MARKHAM - 2001-2005

- Technical program lead for the 2003 Elections Program. The first binding election in North America to use the internet as a voting channel in a large municipality, receiving Mayoral recognition for results delivery
- Successfully implemented 9 major projects within 18 months, removing them from the book after 8 years in some cases
- Created and maintained formal project documentation for all projects and made available for all team members electronically
- Analyzed systems and processes to identify improvement opportunities, developed required solutions and led implementations to achieve sustainable results
- Delivered and led KPI's and tasks which improved and delivered stability for clients as well as leading best practices efforts within the same environments
- Prioritized work flow to assure multiple queues with varying complexities were completed

SR. PROJECT MANAGER / OFFICE ADMINISTRATOR, TERTEC ENTERPRISES - 1997-2001

- Managed a team of 13 employees from 9 different nationalities speaking 11 different languages and dialects, who successfully delivered projects with positive revenue targets
- Implemented business process improvements by pooling technical resources across multiple projects, resulting in a 40% reduction in technical resource costs and operational excellence
- Streamlined team processes to improve KPI's and accuracy to meet service request deadlines

- Addressed cross-functional issues/risks identification, documentation and mitigation planning
- Assumed lead driver role in all project work, facilitating the resolution of day-to-day operations, business, technical and program issues
- Prepared project goals, set priorities and prepared delivery plans
- Created and maintained the "Co-Op Student Program" and was invited to speak at the York District School Board where I accepted an award
- Designed and implemented all sections of the corporate MIS, including sub-sections PO's, invoicing, project tracking and shop floor management
- Communicated directly with senior management for external customers to confirm requirements, discuss progress and deliver successful multi-million dollar electronic engineering and assembly line projects

BRANCH MANAGER, REGAL CAPITAL PLANNERS - 1994-1997

- Managed a branch of 6 FTE financial planners with 0 turnover
- Operated in positive cash flow with gross office sales greater than \$2Million in the first year
- Managed all HR functions, including recruiting, interviews, counselling and corrective action, benefits administration, payroll, employee training and team building initiatives
- Coached employees, focusing on success and addressed areas of improvement
- Secured partnerships for funding assistance from significant mutual fund companies; Mackenzie Financial, AIC Group and Dynamic (Dundee) Group of funds
- Ensured daily branch operations following regulatory guidelines setting the standard for internal audit program annually
- Received awards and recognition for performance, all expense paid trip to "Leadership Conference" for top performers, and received reward for performance in local branch
- Improved profitability through sales, forecasting and negotiating rates
- Decreased expenses by streamlining training and reducing non-billable time

EDUCATION / CERTIFICATIONS

- WESTERN UNIVERSITY, RICHARD IVEY SCHOOL OF BUSINESS – MBA - 2019
- PROSCI, CHANGE MANAGEMENT – CERTIFICATE - 2016
- QUEEN'S UNIVERSITY, GOVERNANCE – CERTIFICATE - 2016
- PROFESSIONAL DEVELOPMENT ACADEMY, LEADERSHIP – CERTIFICATE - 2016
- QUEEN'S UNIVERSITY, STRATEGY – CERTIFICATE - 2015
- MCMASTER UNIVERSITY, ENTERPRISE ARCHITECTURE - CERTIFICATE - 2015
- UNIVERSITY OF WINDSOR, FACULTY OF LAW – NEGOTIATIONS CERTIFICATE - 2014
- YORK UNIVERSITY, STRATEGY – MASTERS IN MUNICIPAL MANAGEMENT - CERTIFICATE - 2014
- YORK UNIVERSITY, ESSENTIAL SKILLS, MANAGERS – CERTIFICATE - 2013
- DISNEY INSTITUTE, BUSINESS EXCELLENCE – CERTIFICATE - 2013
- PROJECT MANAGEMENT INSTITUTE, PROJECT MANAGEMENT – PMP - 2006

SKILLS

LEADERSHIP	25+YEARS
PROJECT MANAGEMENT	25+ YEARS
PROBLEM SOLVING	25+ YEARS
CONTINUOUS PROCESS IMPROVEMENT	25+ YEARS
GAP ANALYSIS	25+ YEARS
PROCESS MAPPING	25+ YEARS
RISK MANAGEMENT	25+ YEARS
PROGRAM MANAGEMENT	15+ YEARS
FACILITATION	15+ YEARS
COACHING / MENTORING	15+ YEARS
BUSINESS CONTINUITY	15+YEARS
PROCESS RE-ENGINEERING	15+ YEARS
STRATEGIC PLANNING	10+ YEARS
ORGANIZATIONAL TRANSFORMATION	10+ YEARS
PERFORMANCE OPTIMIZATION	10+ YEARS
CHANGE MANAGEMENT	10+ YEARS

REFERENCES

Quality references are available upon request.