



MONICA MORGAN

CMC, MLAI, PMP, LEED AP BD+C

PRINCIPAL | OWNER 778-772-9505

monicamorgan@complexprojects.ca

Service Areas:

- **Complex Capital Projects**
- **Portfolio, Program and Project Management**
- **Project and Land Governance**
- **Public Sector Real Estate Development**
- **Strategic Management & Planning**
- **Special Projects**

PROFILE

Monica Morgan is a Senior Advisor, Project Management Professional and Certified Management Consultant with over twenty-five years of experience in the public, private and non-profit/community sectors. Monica has a proven track record working with executives, community leaders and project teams to develop and implement complex capital projects and unique community-based initiatives, many recognized for their innovation and excellence. She has gained valuable experience in diverse fields with a focus on project development and planning in the public and quasi-public sector. She has deep experience and expertise working with provincial Crown Corporations and Authorities with large land and project portfolios on transformative projects resulting in significant community benefits.

Monica often works through the complete project lifecycle from strategic and portfolio planning to project initiation, options analysis, concept plans, business plans, and implementation/design and construction. She also has experience with various forms of procurement including Design Bid Build, Design/Build and alternate finance/Public Private Partnerships. Monica is an independent consultant and currently consults through her own firm, Complex Projects Consulting Inc.

EDUCATION AND QUALIFICATIONS

2012	Certified Management Consultant (CMC) Canadian Association of Management Consultants
2009	Project Management Professional (PMP) Project Management Institute
2009	Leadership in Energy and Environmental Design Accredited Professional Building Design and Construction (LEED AP BD+C) Canadian Green Building Council
2008	Advanced Project Management Certificate, Langara College
2000	Real Estate Development Processes Certificate, Urban Development Institute and SFU
1991	Bachelor of Arts (BA), Urban and Economic Geography, University of British Columbia

AFFILIATIONS

Member - Canadian Association of Management Consultants (CAMC)

Member - Lambda Alpha International/Honorary Urban Land Economics Society (MLAI)

Member - Urban Land institute (ULI) Vancouver Chapter

CURRENT VOLUNTEER ACTIVITIES

Great Northern Way Trust – Board of Directors (Independent Member) and Chair, Real Estate Committee
Lambda Alpha Vancouver Chapter – Board Director and Co-Chair, Membership Committee

PROFESSIONAL BACKGROUND

Complex Projects Consulting Inc. – Owner/Director

2017 - Current

Monica currently provides executive management consulting services through her own firm and is focused on the development of social infrastructure, primarily affordable housing, healthcare, post-secondary educational facilities, and unique special projects that generate significant community benefits.

WMC | Western Management Consultants – Senior Consultant

2015 – 2017

Monica joined WMC (Western Management Consultants) in November 2015. WMC is a management consulting company with offices in Vancouver, Calgary, Edmonton and Toronto specializing in strategy, business planning, change management, executive search, financial advisory services, coaching and facilitation, program and project management and organizational effectiveness.

MHPM Project Managers | Colliers International – Senior Advisor/Project Manager

2009 – 2015

Senior Advisor and Senior Project Manager for MHPM Project Managers, the project management specialist company majority owned by global real estate company, Colliers International.

- Responsible for sourcing, securing and managing multiple concurrent project management consulting projects in the Pacific and Western Region. Consistently exceeded regional revenue targets and significantly supported development of the national Advisory Services and Public Private Partnership business platforms.

St. James Community Service Society (now known as the Bloom Group)

2005 – 2007

Director of Business and Housing Development

- Responsible for developing market based social enterprise and business development initiatives to generate revenue to support the operations and non-market housing programs for this established non-profit society and for the development of new affordable housing projects throughout the Lower Mainland region of BC.

Independent Development Consultant

2002 – 2004

- Provided inter-regional coordination and Management Consulting services in the development of five Regional Aboriginal Authorities. Worked directly with First Nations, Metis and Urban Aboriginal leadership and service providers and was responsible for managing various diverse subject matter committees reporting through the Aboriginal Chairs Caucus.
- Provided secretariat and meeting facilitation services to the Steering Committee of the Regional Economic Forum held in Vancouver in February 2004. This Forum included representation from over 100 key business, government and labour representatives of the region to strategize and develop a regional economic plan for the Lower Mainland.
- Working with the CEO and Board of Directors, provided management consulting services for the development of a Strategic Business Plan for VanCity Enterprises, the real estate subsidiary of Vancouver City Credit Union.

Insurance Corporation of BC (ICBC) Secondment

1999 - 2001

Special Project Assistant to the Chairman of the Board of Directors

- Managed various strategic projects including development of ICBC Properties Ltd. and the Business Plan for Surrey City Centre – a 1 million sq ft commercial mixed-use real estate development project located in the City of Surrey, BC.

BC Transportation Financing Authority (BCTFA) Secondment

1998 - 1999

Manager, Project Development and Manager, Project Implementation

- Developed innovative approaches to accelerate the delivery of critical transportation infrastructure projects using private sector contributions and revenues from adjacent land asset disposition instead of traditional debt financing.

Ministry of Finance and Corporate Relations, Ministry of Housing and Ministry of Employment and Investment

1993 – 1998

Community Development Projects Coordinator/Community Development Coordinator

- Developed over 250 units of affordable housing, training and employment programs for low income people (BladeRunners, Pride Centre, United We Can), set up a community development bank/Crown Corporation and renovated an important community heritage building. Appointed Secretary to the Board of Directors of the BC Community Financial Services Corporation.

PROJECTS AND EXPERIENCE

City of Vancouver – Vancouver Affordable Housing Endowment Fund Governance and Operations Model Review	Vancouver, BC
Fraser Health Authority – Burnaby Hospital Renewal Phase 1 Business Plan and Phase 2 Concept Plan and New Surrey Hospital Concept Plan	Burnaby, BC
Providence Health Care - New St. Paul's Hospital Business Plan and Real Estate Strategy	Vancouver, BC
City of Edmonton - Due Diligence Review of Northlands Vision 2020 Redevelopment Project	Edmonton, AB
Regina YWCA – Site Options Analysis	Regina, SK
BC Housing – SRO Renewal Initiative Public Private Partnership Project	Vancouver, BC
Emily Carr University of Art + Design Initial Concept Plan – New Campus at Great Northern Way	Vancouver, BC
Port Metro Vancouver – Senior Advisor, Capital Project Review	Vancouver, BC
University of the Fraser Valley – Senior Advisor, Canada Education Park Business Case	Chilliwack, BC
University of the Fraser Valley – Senior Advisor, Student Centre Business Case	Abbotsford, BC
Yellow Quill First Nation – Senior Advisor, Office Tower Concept Plan and Business Case	Saskatoon, SK
Okanagan Tree Fruit Co-operative – Senior Advisor, Project Future Facilities Business Case	Okanagan Valley, BC
BC Hydro - Edmonds Campus Consolidation Feasibility Study	Burnaby, BC
Powerex Corporation - Office Improvements Trading Floor Business Case	Vancouver, BC
Insurance Corporation of BC – ICBC Properties Ltd. and Central City Project Business Case	Surrey, BC
BladeRunners Youth Employment Project - Treasury Board Submission and PRIDE Centre	Vancouver, BC
Woodwards Redevelopment Project (Original Negotiations)	Vancouver, BC
Various Affordable Housing Projects – Developed over 250 units for low income people including: <ul style="list-style-type: none"> • Bruce Ericksen Place – 380 Main Street, 35 Units for low income urban singles. Henriquez Partners, Lieutenant-Governor of British Columbia Medal in Architecture, AIBC • Oasis – 40 East Hastings, 84 units for low income urban singles • Bridget Moran Place, 668 Powell Street, 61 units • Solheim Place, 251 Union Street, Chinatown, 86 units Families/Seniors Housing 	Vancouver, BC