

Professional Qualifications

David Lindsay



Summary (Range of Experience)

David Lindsay has over 25 years of senior management experience in business and professional services, in both the private and public sectors. He is accustomed in dealing with diverse external organizations and working internationally and he is confident in any technical environment.

Professional Affiliations

- Institute of Chartered Accountants of Zimbabwe (CAZ)
- Project Management Institute

Corporate Executive Role

- As Chief Financial Officer for a large real estate development and resort company, led the financial, accounting and administration function, including human resources and information technology services. Member of the senior management team: developing the master plan, strategies, annual budgets and cash flows in support of cyclical business plans; implementing systems and internal accounting controls, providing metrics based financial management reporting, and preparing project reports for the executive, management and lenders. Oversaw employment benefit and insurance programs. Built strong working relationships with lenders, contractors, consultants and municipalities on construction projects and corporate cost reduction initiatives. Interfaced with professional accountants and taxation agencies on their audit of financial statements and records and participated in various initiatives to sell and dispose of the business.
- As a director for a transportation company with divisional, program and project responsibilities, participated as a member of the senior management team, overseeing and reporting on a multitude of corporate matters, including the performance of programs and projects. Also, reporting on progress, status and risk management initiatives to boards of directors.

- Participated in developing several corporate strategic plans. For a ferry company, led preparation of the engineering & construction division's component of the plans and directed preparation of a comprehensive long-term capital-planning document for over 50 ferry terminals. Prepared business cases for the acquisition of ferries and other assets, managing several public consultation processes and market research.
- For several organizations, prepared annual business plans, and operating and capital budgets. Prepared monthly financial management performance reports for executive and the board, analysing variances, developing forecasts and determining corrective actions.
- Developed and managed many procurement and solicitation strategies for a broad range of services and products, including design, engineering, materials, equipment and construction. Facilitated preparation of statements of requirements. Defined selection processes and criteria. Negotiated multi-million dollar contracts.
- Led a management group from construction, engineering and operations in an in-depth evaluation of the technical and business merits of private-sector proposals to build, own, maintain and operate vessels.
- Oversaw the development and implementation of computer-based management information systems: including revenue, payments, payroll and general ledger accounting systems and those for traffic handling, asset maintenance, crewing and human resources.

Project Management Experience

- Project Director responsible for overseeing the construction of 2 large car-carrying ferries. Reporting to the President and the Board, led a team of 12 operational and engineering professionals, technicians and consultants to ensure contractors were meeting delivery specifications, delivery dates and budget limits. Ensured operational, engineering, construction and regulatory issues were being identified and resolved. Participated in defining strategies to address issues affecting the operation of the vessels. Maintained working relationships with naval architects and designers, the classification society, Transport Canada, suppliers, contractors, specialists and legal advisors, consulting and resolving a wide variety of issues.
- Managed the development of a \$13 million ship construction facility within budget. Defined the facility's requirements with ship-builders, oversaw preparation of specifications and engineering drawings for construction, expedited environmental approvals and building



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permits, negotiated construction and service contracts and managed construction according to schedule.

- Administered \$18 million annual minor capital construction program, co-ordinating the prioritisation of projects and monitoring progress. Managed preparation of monthly reports of the corporate capital program to management and board of directors, collating information on progress, costs and budgets.
- Undertook an in-depth investigation why a ship construction project continued to fall progressively behind schedule despite reports to the contrary, identifying errors in baseline estimates, poor monitoring and unfounded forecasting methods.
- Reviewed the financial state of a multi-million \$ construction program and identified significant cost overruns to the board of directors. Advised government appointed investigators, the Auditor General, and the newly appointed executive and Board on program history, status and implications. Participated in restructuring delivery of the program. Defined and implemented revised organisational structures, roles, responsibilities and performance reporting requirements.
- Managed the marketing and sale strategy of a 55,000 sq ft waterfront building located in North Vancouver on third party leased land. Maximised the building and property values by selling the building *in-situ* and to a new lessee of the land, in consultation and collaboration with the landlord, municipality and other authorities, negotiating the final sale of the property. In the interim managed and maintained the property, earning over \$1 million per annum in revenues from the marine and film industries.
- Project Director managing the closure of a multi-million \$ fast ferry construction project and the dismantling of the related service infrastructure. Developed an international sales strategy in consultation with industry and associated technical experts for the disposal of 3 large purpose-built vessels. Led a team of diverse disciplines, directing the resolution of complex marketing, technical, classification and legal issues. Worked internationally, dealing with interested parties from around the world. Issues ranged from terms of sale to sea-going capabilities and delivery options. Co-ordinated with management the withdrawal of the vessels from service, and their ongoing maintenance, certification and availability for sea trials. Advised on media communications. Negotiated the final sale of the vessels and associated equipment.
- Managed a cost recovery program involving significant claims against suppliers for overcharging and for deliv-

ery of non-compliant materials to a ferry construction project, successfully negotiating settlement for several millions of dollars.

- Monitored and reported to management and the board of directors on the progress and financial well-being of a 5 year \$470 million capital program involving the construction of 4 conventional ferries and major upgrades at two terminals. Undertook a risk analysis of the program and implemented systems for the management of issues, controlling changes, controlling costs, and reporting of progress and projections.
- Owner's Representative during the construction of two 'S' class 470 car ferries, responsible for ensuring compliance with specifications, delivery requirements and budget limits and the reporting of project status. Managed multidisciplinary team overseeing contractor performance and transition of vessels into service. Negotiated construction contracts and security agreements in high-risk business environment. Investigated \$15 million claims by contractor, analysing complex technical, contract, legal and financial issues, negotiating a settlement of \$1.9 million.
- Managed the construction of a \$2 million sewer line.
- Investigated and reported on major cost overruns of three large capital upgrade projects. Identified significant project management oversight by the owner and contractors alike, including errors in specifications, lack of change management, and poor cost and schedule control. Negotiated final settlement of contract disputes in favour of the owners.
- Managed the acquisition, modification and occupancy of new offices in downtown Vancouver, defining needs, locating the space, and contracting for improvements, services and furnishings.
- Managed the international marketing and sale of two conventional demobilised ferries through appointed brokers, negotiating their sale and delivery.

Audit, Consulting & Accounting Experience

- Director Internal Audit for a large crown corporation providing coastal ferry services. Led a team of up to 5 professional staff and expert consultants. Reported to the President and the Board, responsible for the preparation and delivery of the annual audit plan. Broad range of assurance and performance audits of business and administrative functions in accordance with CICA, IIA and/or CCAF practices and guidelines: including revenues, purchasing, payroll, maintenance, crewing, information technology systems, contract management, and



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capital projects. Special audits included fraud and conflict of interest reviews.

- Manager Consulting, for an international consulting firm in Canada. Review, advise and assist clients, primarily in the public sector in BC and Alberta, on financial management functions, accounting and reporting systems, program management functions and systems, internal controls and computer security, strategic plans, business plans, information technology plans, privatisation initiatives, governance structures and policies. Assignments across most ministries of government in BC and several crowns and agencies.
- Manager Computer Audit for the Office of the Auditor General of BC. Responsible for providing specialist services in support of Government and Crown Corporation audits by the Office. In consultation with the audit teams: provided advice and assistance on the most appropriate audit strategies; reviewed and evaluated internal controls in complex financial accounting systems, including computer security; and the interrogation and selection of audit samples from data files. Managed and provided training to a team of four.
- Controller for recording company of contemporary music in England. Investigated, analysed and rebuilt the company's computer-based financial records after years of poor processes and controls. Managed the relocation of the company to new premises.
- Manager Audit for an international accounting firm in South Africa. Led a team of 15 professionals, responsible for planning and conducting the financial statement audits for a large portfolio of private and quoted company clients, covering a wide variety of product and service industries, including insurance, banking, shipping, construction, mining, manufacturing and retail. Resident advisor on the audit of large computer based systems. Participated in quality reviews of audits performed by other teams.
- Manager Audit for an international accounting firm in New Zealand. Responsible for establishing the firm's national computer audit function. Trained and led a team of 12 staff to develop financial statement audit strategies in complex computer environments, assisting audit teams with internal control and security reviews and the interrogation and analysis of data files. Conducted system conversion and post-implementation reviews. Managed financial statement audits of large banking and insurance corporations.
- For an international accounting firm, twice participated in the development and standardisation of corporate-

wide strategies and methodologies in the audit of financial statements, particularly of large organisations.

Contact Information

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