

## CLIENT ENDORSEMENTS

“Ultimately Digital introduced an approach that ensured AGCO made the right decision in the COTS procurement. Breadth and depth of knowledge and expertise was extremely beneficial developing the RFP and executing the procurement process. A very comprehensive procurement approach and deliverables. Vendors had even complimented AGCO on the quality and thoroughness of the products and process. They ensured a well planned and executed Requirements Finalization.”

Susan Mainella, Director - Portfolio & Program Management Office, February 5, 2016  
Retained Todd as Expert Advisor for Alcohol & Gaming Commission of Ontario in 2013

“I worked with Todd on a very challenging project at the AGCO where I was an Architect reporting to Todd. He was not only an incredible leader in this engagement, but his breadth of knowledge of Application Architecture, Enterprise Architecture, Change Management, Procurement, and phased planning for organizations was the best I've seen in my career. He gets the full lifecycle of Enterprise Transformation and has demonstrated he can manage it at all levels. Any organization that would choose to have Todd lead an Enterprise initiative of any scale would have a leader and champion to trust.”

Ted Spencer, Solution Architect, July 20, 2016  
Reported to Todd at Alcohol & Gaming Commission of Ontario

“Todd’s consulting skills are honed from years of bridging the gap between information technology and business client needs. Always the professional, Todd approaches each new challenge with enthusiasm and integrity establishing working agreements through consultation and collaboration often at times between diverse stakeholder communities. Committed to always bettering himself he immerses himself in the task at hand to fully understand the drivers of client issues and provides both strategic and tactical options of how to bring resolution and sustainability to the organization. His leadership is second to none as he is capable of both directing and encouraging project teams to dig deep and deliver their very best.

Most recently Todd was pivotal in assisting the Alcohol & Gaming Commission of Ontario’s Innovations Team in procuring a new Regulatory Assurance Solution which required extensive evaluation and transformation of the business.

Having worked with Todd on a number of assignments over the past 18 years, I have benefited both professionally and personally from his mentorship. Todd's management style provides the right amount of direction and guidance to allow my creativity as an analyst to be maximized while ensuring that timelines and milestones were successfully met. His ability as a manager to discuss and comprehend technical issues is unique and permits Todd to confidently understand and direct staff as appropriate. I would absolutely work with Todd again.”

Trevor Copeman, Business Architect, May 1, 2016; and, Sr. Business Analyst, May 25, 2005  
Reported to Todd at Alcohol & Gaming Commission of Ontario & Ministry of Community & Social Services - Family Responsibility Office

“They delivered more than we expected, are great to work with and helped negotiate the best solution to address our needs within our budget.”

David Baxter, Manager, Innovations, May 12, 2016  
Worked with Todd at Alcohol & Gaming Commission of Ontario

“I had the pleasure of working with Todd for 3 years at the AGCO. As the Industry consultant for a major transformation solution RFP, Todd proved to be an invaluable asset to the entire project team. While his role was to guide us through the RFP process; he played so many other important roles. He was regarded as a mentor and advisor to both management and team members. His project management, business analysis and infrastructure skills were both deep and broad based. As the industry expert he was a quick study in grasping our needs, well prepared, extremely diligent in making the RFP process thorough and effective; always very firm but fair in negotiations. Todd has great people skills and was always very encouraging. As a project manager, I was fortunate enough to spend many hours collaborating with Todd, as well as learning from his vast knowledge on project management best practices. Finally he is passionate and committed about any assignment he takes on, plus his dedication and enthusiasm are quite infectious. I know that any organization that selects Todd as a consultant will be delighted with his contribution!”

Lyn de Souza, *Project Manager - Portfolio & Program Management Office, July 30, 2016*  
Worked with Todd at Alcohol & Gaming Commission of Ontario

“Todd Howard's presentation was truly outstanding... I feel like I learned a ton.”;  
“I found the session from Todd Howard, Ultimately Digital to be really powerful and very well presented. He was an excellent choice for a session presenter.”;  
“I would love to invite Todd Howard back! And in that vein, I'm interested in seeing more sessions about project management...”

From Attendee Survey Comments, Computronix C3 User Conference, September 2016  
Todd presented "Project to Product: Project Lifecycle Management for Superheroes"

“It became apparent, very quickly, that Todd's ability to engage, understand, recommend and influence the business and systems engagement were extraordinary. Todd not only drove the effective delivery of his projects but he also looked for opportunities to affect change to processes and team. Top qualities - great results, expert, high integrity.”

Andrew Casey, *Director - Pharmacy Systems, May 9, 2012*  
Retained Todd as Program Manager for Shoppers Drug Mart in 2009

“It was an honour to work at Shoppers Drug Mart with Todd. Todd is one of those rare leaders that shines through in any situation regardless of his title. He not only connects with People, but he connects with Processes and Technologies. His team willingly follow his direction and always feel accomplished and appreciated. He is a great listener, and therefore he always comes up with workable solutions. Todd was my mentor when it came to the business processes, project and vendor management at Shoppers. He introduced a collaborative development approach to improve upon the development vendor's existing methodologies. My QA work experience with Todd is one of the best years of my career. After 18 years in the QA profession, finally I had Todd as a Program Manager that understood what QA is all about. Todd is highly intelligent, creative, committed, organized and versatile. I definitely recommend Todd to any organization that values its people, processes and the quality of its products and I wish one day again, I will have the privilege to work with him.”

Noushin Mahinpou, *QA Lead, September 6, 2011*  
Reported to Todd at Shoppers Drug Mart

“Todd is an exceptional consultant and project manager. He worked for me on various projects encompassing the creation of comprehensive RFPs and a fair selection process; system development and implementation; mentoring a new project manager to great success; and developing a strategy and costed plan to move the IT business location, including the data centre. Todd works very well with his team and all levels of management including the VPs. Todd is respected for his personal skills, his depth of knowledge, creative ideas, and ability to get the job done. Todd can tackle any IT project and I would hire him again with open arms.”

Larry Isaacson, *Director, ITS, February 1, 2010*

Retained Todd as Project Manager for the Toronto Community Housing Corporation in 2005

“Todd is a rare IT consultant who takes the time to understand the client and the culture. He gets the job done to the highest of standards. I hesitate to recommend him to anyone else as I would want to have the first chance at hiring him back again when he becomes available.”

Scott Waterman, *Manager Business Systems Services, November 5, 2007*

Worked with Todd at Toronto Community Housing Corporation

“Todd was invaluable to the creation of our team and the ongoing management of the team. Todd is very personable, stern when required, diplomatic, and very focused, everything that you would want a good Project Manager to be. Todd has the ability to create a positive atmosphere and encourage external and internal players to get involved and to respond positively as well. Overall a great team leader, manager, and negotiator.”

Suzanne Pearce, *Project Manager, November 5, 2007*

Reported to Todd at Toronto Community Housing Corporation

“Todd selected me to provide project management services on one of his projects at TCHC. Todd helped me ramp up quickly and provided valuable insight and coaching. Todd was so well respected at TCHC that his endorsement of me went a long way towards the eventual success of the project. Todd is very detailed and articulate. Todd takes the time to read the fine print, question the details and adds value beyond any level that I have seen before. Todd is also very skilled technically, his understanding and ability to research infrastructure and package functionality is tremendous. People skills, negotiation, mediation and overall project management abilities are truly impressive. I definitely look forward to working with Todd again. Highly recommended.”

Mario Glumpak, *Project Manager, January 9, 2009*

Reported to Todd at Toronto Community Housing Corporation

“Todd is one of the most seasoned project managers I have had a chance to work with. He is extremely focused with great attention to detail about every task in hand. I found him to be an extremely effective communicator and a great motivator for his team. I particularly liked his task oriented leadership style which gelled the whole team together. On the personal level he was very approachable and always keen to help out. Working for him was a delight and I would highly recommend him.”

Steve Ojha, *Data Migration Lead, November 6, 2007*

Worked with Todd at Toronto Community Housing Corporation

“Todd was contracted to manage the replacement of Toronto Community Housing Corporation’s enterprise legacy housing system in 2005 while I managed the IT Network group and computer room operations. Todd’s role was to implement and integrate two large enterprise systems - Oracle EnterpriseOne (financial and procurement) with a separate tenant management system in a multi-year, multi-million dollar project. He successfully demonstrated senior management skills in maintaining the project goals and time lines and in communicating his requirements to the infrastructure team. At all times Todd was competent, focused and maintained excellent relationships with the client and with vendors. I would gladly work with Todd again and would not hesitate in recommending him.”

Mark Ursacki, *IT Management Consultant, May 7, 2012*

Worked with Todd at Toronto Community Housing Corporation

“I had the opportunity to work with Todd at two different clients, both of which were on large, complex and formally managed enterprise level projects in both the private and public sector. Todd is a superb Information Technology consultant and I would like to highlight his people management skills. One of Todd’s traits that made a huge impression on me is his trusting nature. At the Ministry of Community and Social Services one of Todd’s accountabilities was to lead the gathering of requirements for acquiring a new application. Todd was able to get the deliverable completed at a breakneck speed due to his ‘trusting’ nature. With his trusting nature he was able to eliminate internal silos. Team members, subject matter experts and other stakeholders cooperated and collaborated with him. Todd did an outstanding job leading the challenging requirements gathering at the Ministry of Community and Social Services, Government of Ontario. Todd as you are aware, to truly collaborate with team members and other stakeholders you must have trust and you got it! Todd’s trusting trait is highly valuable in any organization I highly endorse him for a management capacity role for any high visibility enterprise wide projects.”

Usha Neebar, *Senior Project Manager - Integrated Service Delivery Model, December 4, 2009*

Worked with Todd at Ministry of Community & Social Services - Family Responsibility Office

“I would like to take the opportunity to describe the work that Todd Howard performed as Project Manager for the ISDM Project. Todd has a firm grasp of technical details and takes the time to document them. Todd is also highly skilled at recognizing issues that require escalation to management for decision-making. Typically, Todd tackles this by presenting a number of well thought-out options with pros and cons to aid the decision maker in making choices and in understanding and communicating the implications of that choice. Todd is an excellent organizer and deals effectively both with technical people and with those to whom he reports. Superior under stress, Todd actually appears to become more calm and more patient as stress escalates or conflicts emerge, making him an extremely valuable lead team member who can inspire excellent performance, ensure accountability, and build bridges even under duress. In short, I would consider any company very lucky to have Todd join the team, as he is virtually a shoo-in for creating the atmosphere and structure necessary to bring in a successful project. Todd’s qualities and work ethic underpinned the success that was brought to the project. I would highly recommend Todd in any project that involves complexity, tough time constraints, or high quality requirements.”

Karim Jessani, *Business Intelligence Architect, December 30, 2007*

Reported to Todd at Ministry of Community & Social Services - Family Responsibility Office

“I've hired Todd for multiple different consulting assignments over the years and also to assist with one of my start-up companies during critical stages -- what more do I need to say -- he's the epitome of the go-to guy -- a highly intelligent, results producing, versatile, pro who excels in any situation you put him in! Top qualities: Great Results, Personable, High Integrity.”

Graeme Foster, *Founder and CEO PPFX Inc.*, June 16, 2007

Partnered with Todd at GEF Consulting Inc. in 2008

Retained Todd as Senior Product Manager for PPFX Inc. in 2002

Retained Todd as Project Manager for DRUMS Inc. / Toshiba Canada in 1999

Worked with Todd at MetaConcepts Inc.

“I credit one of the best working environments I have ever been a part of to Todd's management concepts. His commitment to quality in both his own work and the work of people around him set the bar by which we all measured our efforts. Working for Todd was a truly positive experience and I would do so again any time.”

Jay Patel, *Software Developer*, April 5, 2005

Reported to Todd at EK3 Technologies Inc.

“I was quite impressed with Todd's experience and knowledge as a technical manager of software development projects. His exceptional team building, motivational and communication skills helped to define and build a strong foundational Development Team consisting of contractors, consultants, co-op students and full time employees. These skills combined with his ability to understand complex systems and retain great amounts of information allowed us to work well as a core technical development team.”

Ed Elliott, *Founder, Vice President Development*, March 27, 2002

Retained Todd as Senior Development Manager for ek3 Technologies Inc. in 2000

“Todd is well organized and highly conscientious and this enabled him to stay one step ahead of the rest of the team. Although Todd only worked four days per week, this never impacted his ability to deliver high quality work products. Todd's attention to detail allowed me to focus on the 'big picture' as I could confidently rely on Todd to highlight any discrepancies.”

Bipasha Datta-Chiu, *Consulting Manager Ernst & Young*, September 13, 1999

Retained Todd as Project Lead for Canadian Tire Financial Services Inc. in 1998

“Todd worked with me on various projects as a developer and a team leader. In addition to his excellent technical skills, he's the most organized person that I know and has an ease with customers that allowed him to take on many of the responsibilities of a project manager at a very early stage in his career.”

Sandy Kemsley, *Founder, CEO and Chief Architect*, May 6, 2006

Hired Todd for MetaConcepts Inc. in 1995

“Todd is a dependable and knowledgeable person who led our team in the imaging and workflow practice. Through his leadership I learned to grow in my role and was successful at the numerous projects we worked on together. Todd is not only a master at leading teams but is also technically proficient and quickly grasps the concepts. I would love the opportunity to work with Todd again.”

Robbie Richardson, *Consultant*, January 25, 2010

Reported to Todd at MetaConcepts Inc.