

Professional Qualifications
Terry J. Norman, M.Sc. (Bus. Admin.)
Director
Novus Consulting Group Ltd.

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Terry Norman provides professional services in the following areas:

- *Corporate Finance*
- *Strategic Business Development*
- *Organization Governance*

Background

Terry Norman, one of the partners of The Novus Consulting Group Limited, provides management consulting services to a wide range of public and private sector clients. He brings over 35 years of business experience to his assignments to the benefit of his clients. Terry began his career as an entrepreneur. He started his first company when he was in his final year of a Bachelor of Commerce program at McGill University. After growing this company for 3 years he decided to sell it and return to university to obtain a master's degree in business. Upon graduation he worked in the leasing field. Terry became an employee of the Royal Bank of Canada in 1977 when the bank acquired the leasing company where he was Vice President. He rose rapidly through the ranks of the Royal Bank and in 1980 at age 32 he was appointed Manager of Edmonton Main Branch, the sixth largest branch in their system. During the next 4 years he tripled the assets and quadrupled the annual profits of that branch. In 1984 he was offered a position as President of a private corporation in Alberta that was contemplating an Initial Public Offering and he jumped at the opportunity. Not only was the IPO a great success, but the company doubled its size over the next 4 years and generated substantial profits.

In 1988 Terry moved to Halifax with his wife and four young children so that they would be closer to their parents/grandparents. He then embarked upon a new phase in his career which brought him back to his entrepreneurial roots. He co-founded Unique Patterns along with Tanya Shaw Weeks and then he co-founded Clear Picture Corporation with Dr. George Marshall. Both of these companies have grown substantially and their success continues today. Terry's management consulting practice in Halifax has thrived as a result of his extensive business experience and his collaborative approach. Terry has been a mentor to the founders of a number of emerging technology companies including WebCentrex, Diaphonics, Adventus, Bight Interactive and Nicom IT. His consulting work generally relates to corporate finance, strategic business development and governance. His hands-on experience enables him to offer practical recommendations that can be implemented quickly.

Education and Professional Development:

- Canadian Securities Course (1975)
- Master of Science (Business Administration), University of British Columbia (1974)
- Bachelor of Commerce, McGill University (1970)

Work Experience:

2006 - present	Director	The Novus Consulting Group Ltd.
2001 - 2006	Management Consultant	Terry J Norman Consulting Services
1997 - 2002	Adjunct Professor	Dalhousie Univ. School of Business
1996 - 2001	Founder & President & CEO	Clear Picture Corporation, Halifax
1992 - 1996	Management Consultant	Terry J Norman Consulting Services
1990 - 1992	Senior VP, Investment Banking	Keltic Incorporated (now Nexient)
1988 - 1990	Founder & President	Atlantic Growth Capital, Halifax
1984 - 1988	President	The Churchill Corporation (TSX: CUQ)
1980 - 1984	Manager, Edmonton Main Br.	Royal Bank of Canada, Edmonton
1978 - 1980	Manager, Corporate Finance	Royal Bank of Canada, Calgary
1977 - 1978	Manager, Project Financing	Royal Bank of Canada, Montreal
1976 - 1977	Vice President	RoyMarine Leasing, Montreal
1974 - 1976	Director, Cdn. Lease Financing	Tiger Leasing Group, Montreal
1970 - 1973	Founder & President	Can-Lease Transportation Eqmt., Toronto

Sector Experience:

- Real Estate
- Oil & Gas
- Transportation
- Light & Heavy Manufacturing
- Financial Services
- Telecommunications
- Economic Development
- Information Technology

Volunteer Activity:

- United Way of Canada: Member of the 211 Canada Steering Committee representing Atlantic Canada
- United Way of Halifax Region: Member of the Board of Directors and Chair of the 211 Nova Scotia Steering Committee
- Entrepreneurs' Forum: Member of the Board of Directors and the Executive Committee
- Canadian Trails Federation: President
- Nova Scotia Trails Federation: President

Following is a sample of completed projects that reflect a variety of experience:

Strategic management advice to the founders of WebCentrex Inc. This emerging technology company was built around new software the principals designed to automate the programming of telecommunications switches for telephone companies. This assignment involved providing advice on incorporation, corporate governance, structuring of initial capital, protection of intellectual property, assistance in developing an initial business plan, raising equity and debt capital and accessing government funding. This assignment evolved into an interim management role as Chief Financial Officer for a two year period.

Strategic planning for the founders of Diaphonics Inc. This emerging company is involved in voice recognition technology for security applications such as telephone banking. This assignment involved assisting the senior management team with strategic planning and corporate governance. It involved sitting on the Board of Directors as the initial Chair for the company.

Corporate finance advice to the senior management of Petro Canada. This assignment involved negotiating the terms and conditions of the financing for the acquisition of another public company by Petro Canada. This project was highly confidential and all meetings were held in secret. The timing was very concentrated due to concerns that information leaks could affect stock market activity.

Completion of an Initial Public Offering for Churchill SBEC Limited. This project involved creating a new Small Business Equity Corporation in Alberta and taking it public. Initially a feasibility study was completed. The next phase involved negotiating with a lead underwriter and preparing documentation for the Securities Commission. The final phase involved successfully marketing the issue to the public.

Strategic management advice to the founders of Bight Interactive Inc. This emerging technology company has developed 3D games for mobile phones. This project involved consulting advice on developing a business plan, raising equity and debt capital and accessing government programs. This assignment evolved into an interim management role as Chief Financial Officer for the company.

Strategic advice to the senior management of Marlin Travel. During a period of substantial growth of this national company, Mr. Norman was a member of the Executive Committee and he played an active role by providing strategic advice to the senior management and principal owners of the company.

Strategic management advice to the founder of Adventus Interactive. This emerging technology company has developed software for teaching music on a desktop and over the Internet. This assignment involved strategic management advice over a two-year period to assist the company with financial management and strategic business development.

Development of a business plan for a renewable energy company. This assignment involved the creation of a business plan for Second Source Power Company. The company had been in business for about a year but a business plan had not been completed. The company was growing very rapidly and it was seeking additional equity capital and government financial support.

Strategic planning for a software development and IT services company. DDA Solutions Inc. had been in business for over 20 years and it was seeking advice regarding its future direction. During this assignment, the owner began merger negotiations with another IT company and further advice was provided to assist in successful completion of the merger to become Nicom IT Solutions Inc.

Export marketing advice and mentoring. As a result of successful completion of another project, Nicom IT engaged Mr. Norman to provide advice and mentoring for business development outside of the local markets where the company had been operating.

Feasibility Study for Destination East Coast Harbours. This study was conducted for Antigonish – Eastern Shore Tourist Association. It included market research regarding the demand for marine tourism. It also included an analysis of potential target markets, existing safety and navigation aids, an inventory of existing services compared to demand at Small Craft Harbours on the Eastern Shore, preliminary estimates of potential tourism demand and an outline for a 3-year marketing plan.

Nova Scotia Department of Energy. This project involved an assessment of the international market for offshore oil and gas services. Policy recommendations were made to the Department of Energy regarding ways to assist Nova Scotia companies to access high potential markets.

Public Works and Government Services Canada. This 6-month project analyzed the supply and demand for marine engineering consulting and marine construction services related to Small Craft Harbours under the jurisdiction of the Department of Fisheries and Oceans in Atlantic Canada. Policy options were recommended to PWGSC and DFO for a sustainable long term marine works program.

Halifax Regional Municipality. The purpose of this study was to validate and quantify the various cost drivers associated with an operating unit of Halifax Regional Municipality. The project also involved financial benchmarking with other similar operations at municipal and provincial governments across Canada.