

Felicia Michie
Master of Urban Planning

Edmonton, Alberta • Phone: 780-289-4554 • felicia.michie@gmail.com

Subject: Expression of Interest – enCompass Board of Directors

Dear Governance Committee Chair,

I am writing to express my interest in joining the Board of Directors of enCompass. I have long respected the organization's role in supporting individuals and families impacted by the justice system, and I am drawn to Encompass's continued evolution as a community-based organization addressing complex social challenges.

My interest in board service is grounded in both professional experience and personal values. I have spent my career working at the intersection of strategy, governance, and execution in environments where leadership decisions carry real consequences for people and communities. I believe strongly in the role of well-governed, mission-driven organizations in creating stability, accountability, and pathways forward.

Professionally, I bring senior leadership and advisory experience across the private and non-profit sectors, including serving as Vice President of Strategy and Operations. In these roles, I led enterprise strategy, organizational transformation, and the stewardship of multi-million-dollar budgets. In my current role, I advise boards and executive teams on translating strategy into structure, execution, and oversight.

I am also an award-winning community leader with experience in governance and philanthropy. I currently serve as Chair of the YWCA Rose Campaign, a national initiative focused on ending gender-based violence, and have been recognized through National Philanthropy Day for my leadership in this work. I hold a Master's degree in Urban Planning, along with formal training in change management and customer experience, which informs my systems-level approach to organizational accountability and impact.

I would welcome the opportunity to contribute to Encompass at this stage in its journey and to support the Board in advancing the organization's mission and long-term sustainability.

Sincerely,

Felicia Michie



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Key Competencies

- Strategy Development & Execution
- Operational Excellence & Change Management
- Governance & Stakeholder Engagement
- Innovation & Process Improvement
- Team Leadership & Workforce Transformation
- Financial Acumen & Budget Oversight

Professional Experience

Executive Advisor & Partner:

June 2023 - January 2026

National Growth Partners

- Drive the full consulting lifecycle—business development, scoping, and delivering high-impact engagements—with CEOs, executive teams, and boards across public, for-profit and non-profit organizations, and agencies, boards, and commissions (ABCs), providing customized corporate strategy, operational, and workforce transformation solutions.
- Develop and implement comprehensive client strategic plans aligning competitive landscapes with organizational goals, workforce needs, and activities that drive growth, transformation, and long-term sustainability.
- Facilitate client strategic planning sessions, including workforce and leadership alignment strategies, reconciling diverse perspectives to build consensus and chart clear, actionable paths for organizational success.
- Produce high-impact client deliverables (e.g., strategic plans, detailed reports, workforce transformation strategies, and session summaries) that support informed decision-making and achieve measurable outcomes.

Senior Vice President:

July 2021 - July 2023

Strategy & Operations, We Know Training

- Designed and implemented a strategic planning management approach, framework, and tools to guide and support day-to-day planning activities. Established and monitored KPIs to track strategic performance, ensuring alignment with organizational goals.
- Designed and implemented a comprehensive strategic planning process, and plan, defining and aligning organizational vision with strategic landscape including market conditions and customer needs.

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- Led a cross functional of over 40 employees across People Operations, Communications, and Customer Success, ensuring financial targets were met while enhancing efficiency and service quality.
- Oversaw a \$12M segment of the company's \$25M total P&L, ensuring financial accountability and strategic resource allocation aligning workforce investments with business growth.
- Secured a successful \$1M public sector contract by leading a competitive bid for a digital literacy project.

Senior Manager:

June 2019 - July 2021

Public Engagement Services, City of Edmonton

- Led a cross-functional team of 20+ professionals delivering strategy and integrated public engagement advice and plans, improving community and stakeholder alignment.
- Built internal consulting capabilities and introduced innovative digital engagement strategies to enhance service delivery and public participation.
- Designed and implemented evaluation systems to measure impact, ensure alignment with organizational goals, and integrate public feedback into decision-making.
- Partnered with diverse stakeholders to navigate strategic challenges, effectively balancing community needs with corporate objectives.

Manager:

November 2018 - July 2019

People Advisory Services, Ernst & Young (EY)

- Led client engagement teams, partnering with a public sector client to deliver professional change management services.
- Set clear goals and implementation plans, ensuring high-quality deliverables were achieved within expected timeframes while proactively monitoring progress, managing risks, and keeping key stakeholders informed.
- Built and maintained strong client relationships, aligning deliverables with business priorities, managing expectations, and driving successful outcomes.

Transformation Manager:

January 2016 - November 2018

City of Edmonton

- Acted as a strategic advisor to executive teams, leading large-scale workforce transformation and organizational change initiatives, including change management, process improvement, talent development, business strategy, and organizational design.

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- Guided leaders through transformational change, driving workforce planning, leadership development, and process improvements while managing employee transition initiatives.
- Led and facilitated multiple high-profile projects, applying strong workforce and leadership alignment strategies, project execution, and change management expertise.

Education and Development

Academic Qualifications

Master of Urban Planning

Dalhousie University | May 2007

Bachelor of Arts (Hons.), Political Science

University of Winnipeg | August 2003

Certifications

Disney Institute Customer Experience Certificate 2022

IAP2 Public Participation Certificate 2016

ProSci Change Management Certificate 2014

Board and Governance

Chair, YWCA Rose Campaign 2022 - Current

Leading advocacy and fundraising initiatives for domestic violence prevention and recovery.

Edmonton Nuit Blanche Committee 2019

Contributed to governance and strategic planning for large-scale cultural events.

Business for the Arts Winnipeg 2010 - 2012

Founder and board member, supporting arts-driven community initiatives.

Awards

2024 National Philanthropy Day

Community Enrichment Award

2016 City of Edmonton City Manager's Award

Public Engagement Process Transformation