

Credit Union Central of Ontario 1992-1997
Director, Planning & Research and Secretariat for Full Service Credit Unions ('96-'97)
Director, Planning & Research and Corporate Secretary ('93-'96) Consultant (Contract) ('92-'93)

- Led development of first province-wide strategic plan for (then) \$8B Ontario credit union industry involving 1 provincial organization and its 475 member organizations, designing and facilitating process over 14-month period → resulting in implementation of harmonized growth strategies at provincial and local levels
- Established and led corporate function as well as a strategic planning/market research consulting practice tailored to affiliated organizations, personally conducting 25 planning sessions for credit unions and cooperatives across Ontario → producing strategic operating plans and enhancing board/management working relationships

Central Guaranty Trust - Manager, Planning 1991-1992

- Developed 5-year financial forecasting model involving 5 consolidating entities → resulting in sensitivity analysis related to spread, debt requirements and dividend policy for parent company's wholesale financing proposals
- Defined \$40M in cost reduction opportunities → resulting in limiting of discretionary expenses and reduction/amalgamation of services in corporate and personal trust areas, improving corporate financial position

Ernst & Young Management Consultants – Senior Consultant('88-'91) Consultant('87-'88) 1987-1991

- Recommended new business processes and organization structures to variety of clients: e.g. real estate board, provincial utility, brewery head office → resulting in improved financial results and organizational effectiveness
- Assisted, over a 2-year period, in the design and facilitation of the first city-wide strategic plan for the City of Brampton → resulting in growth strategies and targets used to lead the development of the municipality
- Prepared business plans including pro forma financial projections for various clients: e.g. music school startup, cheese producer, golf accessories distributor, energy from waste plant, apple juice business acquisition → resulting in clients' obtaining required financing, improved operating results & completion of business acquisitions
- Developed detailed comparative cost analyses regarding domestic & international product lines for major liquor control board → resulting in corporate compliance with North American free trade agreement requirements

Husky Oil Operations Limited - Co-ordinator, Lease Control Group 1985-1986

- Implemented lease control system for \$10M lease portfolio → resulting in efficiencies in financial evaluation and administration of leases and successful negotiation and implementation of master lease agreements

BOARD APPOINTMENTS

Mississauga-Halton Community Care Access Centre – Board Member & Governance Chair	2007 – present
Ontario Association of Community Care Access Centres – Board Member	2007 – 2008
The Community Foundation of Mississauga - Executive Committee Member & Secretary	2002 – 2007
Canadian Co-operative Agricultural Financial Services – Exec. Committee Member & Secretary	1997 – 2000
Canadian Co-operative Leasing Services - Executive Committee Member & Secretary	1997 – 2000

EDUCATION & PROFESSIONAL ACCREDITATION

Master of Business Administration (M.B.A.) - University of British Columbia	1985
Bachelor of Commerce (B.Comm.) - University of Toronto	1983
Certified Management Consultant (CMC) - Canadian Association of Management Consultants	1991