

KELLY BOTTONE B.Comm., GCID, M.B.A., CMC

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PROFESSIONAL EXPERIENCE

Frameworks For Change, President [www.frameworksforchange.com]

2000 - present

Established and currently leads an international management consulting practice, acquiring and executing assignments which entail partnering with Boards and Senior Management teams to produce effective organizational change. Consulting engagements involve project management and the following services:

- **Strategic Planning**
 - Designed and facilitated Board/Management and City Council/Management strategic planning retreats and processes, including preparation of inputs to the process and drafting of output reports from the process
(Clients include credit unions, foundations, associations, health sector providers, municipalities in Canada, US, Europe)
- **Business Planning/Operational Improvement**
 - Critiqued and/or drafted corporate and/or departmental business plans
 - Analyzed organizational structure, operational processes/policies and developed recommendations for operational improvement
(Clients include municipal government departments, international development organization, credit unions, associations, health sector providers in Canada, USA, Europe, S. E. Asia)
- **Corporate Governance**
 - Designed and/or critiqued Board governance tools and processes including drafting of policies; meeting protocols; corporate bylaws; Director composition/skills assessment; Director recruitment process
 - Designed & implemented a variety of Board self-evaluation tools/processes
 - Designed & delivered training on Board/Management or Council/Management roles & responsibilities
 - Provided regular counsel/coaching on governance process/issues to Board Chairs &/or CEOs
(Clients include associations, health sector providers, distributor, credit unions, foundations, financial regulator, municipalities, international development organization in Canada, USA, Europe, S.E. Asia & Australia)
- **Performance Management – Corporate & Human Resource Related**
 - Designed business plan performance monitoring tools
 - Critiqued and/or developed corporate performance measures
 - Designed CEO and Senior Management performance management processes & evaluation tools
 - Prepared market assessment of compensation plans for CEO & Senior Management positions
(Clients include international development organization, foundations, associations, health sector provider, credit unions & electricity system operator in Canada, USA, Australia)
- **Communications / Stakeholder Consultation**
 - Drafted policy/white papers & Board/stakeholder communications tools & processes
 - Developed communications tools & conducted research to aid in planning and/or governance processes
(Clients include foundations, associations, int'l development organization & credit unions in Canada, US, Australia)

Credit Union Central of Canada, VP, Strategic Planning & Corporate Secretary

1997-2000

(Responsible for strategic planning, governance, communications, legal, research, payments systems departments)

- Implemented first national planning process bringing together key players in (then) \$50B Canadian credit union industry to jointly set national priorities on an annual basis (involving 1 national, 9 provincial and 800 local member credit union organizations serving 4.5M customers) → spawned 2-year review of structure and delivery capabilities of national group, resulting in 4 major bilateral servicing arrangements amongst provincial organizations, enhancing efficiency of back-office financial services operations & giving 500 local credit unions a voice at national level
- Facilitated reorganization of national Board of Directors structure & redesigned Board processes and policies → resulting in clarification of Board roles, redesign of Board composition & committee structure, implementation of director self-evaluation process, enhanced Board profile/accountability & increased Board efficiency/policy focus
- Created 4 annual competitive intelligence publications and 2 strategic planning guides for credit unions → thereby established organizational reputation as key source of pertinent research re: retail financial service delivery strategies

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

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 – Vice Chair & Governance Chair	2007 – present
Ontario Association of Community Care Access Centres – Director	2007 – 2008
The Community Foundation of Mississauga – Director, Governance Chair & Secretary	2002 – 2007
Canadian Co-operative Agricultural Financial Services – Director & Corporate Secretary	1997 – 2000
Canadian Co-operative Leasing Services - Director & Corporate Secretary	1997 – 2000

EDUCATION & PROFESSIONAL ACCREDITATION

Graduate Certificate in International Development (GCID) – RMIT University, Australia	2011
Master of Business Administration (M.B.A.) - University of British Columbia, Canada	1985
Bachelor of Commerce (B.Comm.) - University of Toronto, Canada	1983
Certified Management Consultant (CMC) - Canadian Association of Management Consultants	1991

CITIZENSHIP: Canada & United Kingdom (European Union)