

City of London - Application for Appointment to a City of London Board or Commission

Application

Please choose the Board or Commission you are interested in serving on: **London Hydro**

Contact Information

Name: **Tracy Gustafson**

City: **London**

Province: **ON**

Postal Code: **N5X 4N5**

Experience and Qualifications

If you have experience on a London Board or Commission, please provide dates and details. (max. 3000 characters):

I served as a member of the Board of Directors for the Children's Health Foundation (CHF) of Southwestern Ontario. CHF is an independent, incorporated non-profit organization, and raises money and grants funds for Children's Hospital at London Health Sciences Centre, Children's Health Research Institute, and Thames Valley Children's Centre in London Ontario. I have been involved with CHF for 21 years where I held various positions including Chair of the Finance Committee, Chair of the Audit Committee and Treasurer of the Board of Directors during the construction of the new Children's Hospital at London Health Sciences Centre. I was also fortunate to serve as Chair of the Board of Directors which granted me the privilege to acquire an in-depth knowledge of the continuum of care for children in the region and across the country. In my capacity as Chair of the Board for CHF I held a seat on the Board of Directors for the London Health Sciences Centre. I am currently a life-long Honorary Board Member and Magical Winter Ball work team member.

I have also served as Treasurer on the Board of Directors for the London Junior Knights Hockey organization. The organization oversees the governance and operation of 24 competitive minor hockey teams in the London area. Although the primary responsibilities in my role as Treasurer were financial in nature, I was called upon to assist in marketing, fundraising and conflict resolution.

What do you hope to contribute or learn as part of a Board or Commission? (max. 3000 characters):

As a Chartered Professional Accountant with 25 years of experience, I believe I can make a significant contribution as a member of the London Hydro Board of Directors. My background in finance, accounting, and management provides me with the necessary skills and knowledge to help the Board make informed decisions that benefit both the organization and its stakeholders. With London Hydro being a wholly-owned subsidiary, it falls within my advisory wheelhouse, as all of my clients are private entities reporting to either shareholders and/or a Board of Directors.

My first contribution as a member of the board will be to help ensure that London Hydro operates in a financially responsible manner. As a CPA, I have extensive experience in financial planning, budgeting, forecasting, and financial analysis. I will bring these skills to the board, ensuring that we make decisions that are financially sound and sustainable in the long term. This will include regular reviews of the company's financial statements, cash flow, and balance sheet, as well as evaluating the budgets.

In addition to financial oversight, I will also help the board to evaluate and manage risk. As a CPA, I have experience in risk management, including identifying potential risks and developing strategies to mitigate them. I will work closely with the board and management to identify and assess potential risks, both internal and external, that could impact London Hydro's operations. This includes risks related to regulatory compliance, cybersecurity, natural disasters, and changes in the energy market.

Another key contribution I can make as a member of the board is to help ensure that

London Hydro operates with integrity and transparency. I have a strong understanding of professional ethics and conduct, as well as the importance of transparency and accountability. I will help to ensure that London Hydro operates with the highest level of integrity, following all applicable laws and regulations, and disclosing information to stakeholders in a timely and transparent manner.

One area where I would like to learn more about from this experience is future sustainability. As the world transitions to a low-carbon economy, it is critical that utilities like London Hydro play a leadership role in reducing greenhouse gas emissions and promoting renewable energy. As a member of the Board, I would like to learn more about London Hydro's investments in renewable energy and energy efficiency programs. I see my role as ensuring that these investments are financially viable and sustainable over the long term.

How will you support the work of a Board or Commission? (max. 3000 characters):

London Hydro is a utility company that provides electricity to the city of London, Ontario, and its surrounding areas. Its purpose is "to deliver safe, reliable electricity and related services." The Board of Directors is responsible for overseeing the management and strategic direction of the company. As a CPA with many years of working on and with Boards, I can bring a wealth of expertise and knowledge to this important role.

My financial expertise can help ensure that the Board of Directors is making informed decisions based on accurate financial information. I can provide financial analysis and advice to the Board to help them understand the financial implications of their decisions. This includes reviewing financial reports and statements, identifying key financial metrics, and making recommendations for improving financial performance. I can also help the Board to understand the financial risks associated with different business decisions and provide guidance on how to mitigate these risks.

My experience as a leader and Partner at Valente CPAs also makes me well-suited to help the Board of Directors with budgeting and financial planning. I can assist with the development of the company's annual budget, providing input on revenue projections, cost estimates, and capital expenditures. I can also help the Board to develop long-term financial plans that align with the company's strategic goals. This might involve identifying opportunities for cost savings or revenue growth, or developing strategies to manage financial risks.

Another way that I can support the work of the Board of Directors is by providing expertise in accounting and financial reporting. I can help ensure that London Hydro is complying with all relevant accounting standards and regulations, and that the company's financial reporting is accurate and transparent. This includes providing advice on how to improve financial controls and processes, ensuring that the company's financial reporting systems are effective, and reviewing financial statements to identify any areas of concern.

I can also be valuable in providing leadership and mentoring to the company's finance team. I can help to build a strong and capable finance team by providing guidance on talent development and retention, and promoting a culture of continuous improvement. This might involve developing training programs, providing coaching and mentoring to team members, or identifying opportunities for professional development.

Further, I believe I can help the Board to identify opportunities for growth and expansion, and provide advice on how to effectively manage risks associated with these initiatives. I can also help the Board to develop strategies for responding to changes in the regulatory environment or shifts in the industry landscape.

Please describe additional experience, training, or community involvement that will help you in your role as a Board or Commission Member. (max. 3000 characters):

My experience as a Product Manager in healthcare data analytics at Pulse Info frame can be very useful in a Board member role. In today's world, data analysis plays a critical role in every business, and London Hydro is no exception. Data analytics can help identify trends and patterns in patient data, help track outcomes, and support decision-making processes. Board members with experience in data analytics can help London Hydro develop data-driven strategies to improve reduce costs, and enhance hydro users' experience. Furthermore, they can help develop policies and procedures to ensure data privacy and security.

My experience in founding an e-commerce business, North40Paws, can also provide valuable experience as a Board member. E-commerce has rapidly become one of the most significant aspects of the retail industry, with online sales increasing year after year. London Hydro's vision includes achievement through innovation and customer focus which these days is best achieved online. My e-commerce experience can help

London Hydro develop online strategies, including e-commerce platforms and digital marketing. Additionally, I can provide insight into developing customer engagement strategies, including loyalty programs, social media marketing, and user experience design.

My personal and business values mirror those of London Hydro in regards to safety, employees, customers, integrity, agility and sustainability. My volunteer work with the Children's Health Foundation can provide insight into the importance of governance in an organization to ensure the values are protected and preserved. Trustworthy stewardship of donor funds is paramount in a charitable foundation, and stringent policies and procedures need to be followed to ensure proper management. My volunteer experience can bring a unique perspective to the table, and help to develop programs that support the integrity of London Hydro. Furthermore, I can provide insight into community engagement strategies and awareness campaigns.

We value the contributions of Londoners with diverse experiences and welcome applications from individuals who share our commitment to reconciliation, equity and inclusion. Please describe how your work, community or lived experience will enhance these efforts through Board and Committee work. (max. 3000 characters):

As a finance professional, volunteer for various community sports organizations, and the child of immigrant parents, I have developed a unique set of skills and experiences that have shaped my perspective on reconciliation, equity, and inclusion. Through my work on various boards and committees, I am committed to using these experiences to contribute to the ongoing conversation around creating a more equitable and inclusive society.

My work as a CPA advising clients of various ages, ethnicities and religious beliefs has given me a deep understanding of the importance of diversity, which I believe is essential in advancing the cause of reconciliation, equity, and inclusion. I believe that financial analysis can be used to identify the gaps in resources and funding that contribute to systemic inequalities. In addition, risk management can be used to identify and mitigate the risks associated with implementing policies and programs designed to promote equity and inclusion. By identifying the resources needed to address the root causes of inequality, we can ensure that everyone has access to the opportunities and resources they need to succeed. In addition, by creating financial models that take into account the unique challenges faced by different groups, we can ensure that our policies and programs are designed to meet the needs of everyone in our community.

Furthermore, my experience as a volunteer for various community sports organizations, including the London Junior Knights hockey association and the North London Nationals baseball association has taught me the importance of creating an inclusive environment. As a volunteer, I have seen the positive impact that sports can have on young people's lives. However, I have also seen how sports can be used to reinforce existing inequalities. For example, sports organizations can inadvertently exclude certain groups of people, such as those who cannot afford the necessary equipment or those who do not fit the traditional mold of an athlete. As a result, I am committed to working with organizations to create a more inclusive environment, where everyone is welcome, regardless of their background or ability.

Finally, as the child of immigrant parents, I have experienced firsthand the challenges that can arise when people from different backgrounds come together. Growing up in a multicultural family, I learned to appreciate the differences between people and to recognize the value of diversity. However, I also learned that diversity can sometimes lead to misunderstandings and conflicts. As a result, I am committed to working with others to build bridges and foster understanding between different communities. By promoting understanding and appreciation for different cultures, we can create a more tolerant and accepting society. In addition, by working to address the unique challenges faced by immigrant communities, we can help to ensure that everyone has a fair chance to succeed.

Attach resume or other document here, if needed: **Tracy Gustafson CPA, CA Resume.pdf**

Attach more files here, if needed:

Confirmations

I declare the following: **I am a resident of London. ; I am at least 18 years old.; I am not a City employee or Council member.; I understand that my application and any attachments will be included on a public agenda that is published on the City website.**

To help inform our outreach activities, please tell us how you heard about this opportunity:
(optional): **Word of mouth**

If you selected 'Other', please specify:

Submitted on: **5/9/2023 9:29:10 PM**

TRACY GUSTAFSON CPA, CA

• London, Ontario N5X 4N5 •

WORK EXPERIENCE

Valente CPAs – London, Ontario

Partner (2018 – Present)

- Manage taxation and accounting services for a diverse client base of private corporations
- Marketing and branding leader for the firm
- Provide leadership and training to practice and administrative staff

Pulse Inframe Inc. – London, Ontario

Director of Product Development (2017 – 2018)

- Oversee the product development lifecycle
- Implement Atlassian software development management system
- Manage global customer accounts

PricewaterhouseCoopers LLP – London, Ontario

Senior Manager (2014 – 2017)

- London office leader of Private Company Services - Integrated Services practice
- Business development and client relationship management
- Strategic planning for South Western Ontario practice

Tracy Gustafson Chartered Accountant – London, Ontario

Owner (2009- 2014)

- Develop strategic business plans for private corporation and NPO clients
- Prepare financial statements and provided accounting assistance
- Prepare corporate and personal income tax returns

Valente & Theocharis Chartered Accountants LLP – London, Ontario

Senior Manager (2001 – 2009)

PricewaterhouseCoopers LLP – Toronto, Ontario

Senior Associate Project Finance and Privatization (2000 – 2001)

Senior Associate Assurance and Business Advisory Services (1997 – 2000)

EDUCATION

2009	Completion of the Canadian Securities Course
2004	Completion of the SuccessCare Program
2000	Completion of the Institute of Chartered Accountants of Ontario examination and experience requirements
1995 - 1997	Wilfrid Laurier University, Waterloo, Ontario, Diploma of Accounting
1992 - 1995	University of Western Ontario, London, Ontario, Bachelor of Arts, Concentration in Psychology and Science

COMMUNITY INVOLVEMENT

- Director of the Board and Treasurer at London Junior Knights Minor Hockey Association
- Chair of the Board of Directors and Treasurer at Children's Health Foundation (CHF)
- Chair of the Finance and Audit Committee at CHF
- Chair of the Executive Committee at CHF
- Member of the Loan Review Committee with the Small Business Center of London Ontario
- Treasurer for North London Minor Hockey Novice Division
- Parent Liaison for North London Minor Rookie Baseball Association