

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: **LMCH**

Contact Information

Name: **Archana Gupta-Harit**

City: **London**

Province: **ON**

Postal Code: **N6G 5H7**

Experience and Qualifications

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

Archana Gupta-Harit is a visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value. She is a Chartered Professional Accountant (CPA-CMA), and holds an MBA from Richard Ivey School of Business, Western University.

Archana currently serves as a Board of Director with Travel Industry Council of Ontario and Rapport Credit Union, where she continues to support Audit, Governance and Nomination Committees. Archana also served the boards such as Not-for-Profit Housing and Business Improvement Area as a non-voting member and Secretary Treasurer. Archana is full time employed as Director, Financial Services, and legislatively appointed Treasurer with a municipal corporation. She garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. She has been applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality and its financial health within a remarkably short span of tenure by the council members. Prior to this role, Archana served the Ontario Public Services (OPS) for more than a decade in various progressive roles. She delivered services in the areas of I&IT, Strategic Business Planning, Governance, Financial Management and Reporting, Controllership, Enterprise Risk Management, Payment Card Industry Compliance, COOP and Emergency Management. She successfully delivered multidisciplinary multimillion Transformational projects resulting in high efficiencies and millions in savings. Received prestigious recognition with an individual “Deputy Minister Standing Ovation” award for pioneering the establishment of the highly successful Enterprise Risk Management Program. Prior to Public Services, Archana worked in the private sector. As a management consultant, she provided strategic recommendations, insights on a variety of strategic and financial matters and advised clients’ Senior Management team to resolve project roadblocks in Healthcare and Education Sectors. Besides, Archana served three terms as Chair, Board of Directors, Deputy Minister Partnership Program Alumni Association; delivered executive-level coaching and mentoring to participants of prestigious leadership initiatives, including the Women in Leadership, and the official OPS Diversity Mentoring program. Played a pivotal role in driving initiatives aimed at enhancing workplace diversity, inclusion, and equality leading to change in the workplace. Archana previously has also served a full term at Hospice Toronto as a Board Member. The Board guided the strategic goals and priorities, set policies, and ensured that the organization followed ethics, good governance and demonstrated accountability to the stakeholders. She served on the governance and treasury sub-committees.

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

Having been part of the various boards, I truly believe financial and business acumen along with diversity of thought is very important.

I am a strategically driven, results oriented leader who has the vision, and the foresight to ensure the organization is financially lean, profitable and compliant. I bring more than 17 years of public sector experience along with a solid combination of Governance, Strategic Business Planning, Financial Management, and Information and Technology expertise earned in public and private sector that are required for the position.

I have an array of skills and attributes that qualify me for this position. These include strong analytical, organizational, problem solving, collaboration and change management skills with innovation and transformational orientation while continuing to deliver operational excellence.

Additionally, serving on various Boards, as a board member, has enabled me to interpret linkages between policies, procedures, communications, and decision-making processes while practicing highest standards and nurturing ethical behaviors across tables.

I believe you will see a significant and long-lasting positive impact financially from the work I carry out, the standards I set and the results-oriented mind set I utilize in all work and projects I am responsible for. That aside, I am equally anticipating learning more about all sorts of knowledge and skills around LMCH.

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

As a board member, I would have a responsibility to act in the best interests of the organization and its stakeholders.

By taking following steps, I am confident that I can successfully support the board.

First of all, understanding my role and responsibilities, and the lay of the land, listening to other board members and communicating effectively is crucial for the success of the board, being proactive and taking initiative can help the board achieve its goals.

Specifically, I will provide guidance on various financial matters.

I know as a fact that Collaboration is key to the success of the board, will work with other board members to achieve the goals.

I would stay informed about the latest developments in the housing industry through attending conferences, reading journals etc. This would also help me make informed decisions as a board member.

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

Board of Directors | Travel Industry Council of Ontario Sep.2023 - Present

Appointed as a Board of Director to serve as a public member as result of first-time opportunity for members of public. TICO is responsible for the administration and enforcement of the Ontario Travel Industry Act, 2002 and Ontario Regulation 26/05 on behalf of the Ontario government. Building upon the TICO's profound legacy, will be working collaboratively with the board to lead growth and advancement of the organization and participate in enterprise-level change initiatives. Serve the Audit, Technology, and Risk Committee as well.

Board of Directors | Rapport Credit Union Aug. 2021 – Present

Serve as a member, overseeing 17K members at 10 branch locations, with 80+ employees and \$313M+ in assets under administration. Work collaboratively with the board to lead growth and advancement of the organization, participating in enterprise-level change initiatives, including replacing the CEO, and introducing guidelines such as Board member performance reviews.

Non-Voting Board Member | Treasurer | Business Improvement Area & Not-for-Profit Housing Boards May 2021 – Present

Provide strategic advice on decisions surrounding business and residential areas and associated improvement. Additionally, manage financial health and affairs for the organizations to ensure all expenses are monitored and budgets are consistently met.

Assessor | Government of UAE / Abu Dhabi/Ajman July 2017 – Nov. 2022

Made recommendations to the Jury for the Award of Excellence in Government Performance program, promoting the welfare of the emirate's society. Provided advice on economic trends and future-based strategies that could hold influence over achievement of UAE's 2040 vision, economic outlook, and interests, including in IT, Financial and Economic Development, and Accountability Frameworks.

Chair & Board Member | Deputy Minister Diversity Partnership Program Alumni Association, OPS May 2011 – Feb. 2021

Served on the leadership team of this volunteer association, supporting Diversity, Equity, and Inclusion through partnership programs, professional development and networking

opportunities, and organizational change management initiatives.

Board Member | Hospice Toronto July 2006 – June 2010

Provided support with oversight and monitoring of organizational performance, the organization's programs, and providing regular updates and reports to the Board on various programs that supported Toronto residents in managing and coping with the terminal illness of their loved ones.

Please tell us about your interest in being a part of the London Middlesex Community Housing board. Why are you interested in this particular opportunity? What do you hope to contribute, and how would you support the work of the London Middlesex Community Housing board?(max. 3000 characters):

Having spent over 17 years in public sector in progressive roles and various board as Board of Director roles (voting and non-voting). I would love to stretch my abilities and meet new challenges in a Housing board as a Board member and being a resident of London.

I have an array of skills and attributes that qualify me for this position. These include strong analytical, organizational, problem solving and change management skills with customer centric orientation besides my ability to work in collaboration with other team members.

I believe i will bring business and financial acumen to the board, while practicing highest standards and nurturing ethical behaviors across tables.

Please tell us about your educational background, professional credentials, or any other training which is relevant to this position. (max. 3000 characters):

I have an MBA from Richard Ivey School Of Business, CPA-CMA, CGEIT, CRMA, PMP earned over the years that have helped me expand my knowledge and corroborate it.

Please describe any relevant work and/or lived experience you have. (max. 3000 characters): **Please see above.**

Tell us about your involvement in any public or private sector boards, community involvement, or other experiences that are relevant to this position. Please describe the roles you played and the period of time you were involved.(max. 3000 characters): **Please see above**

If necessary, please provide any additional relevant information that is not captured in your previous answers.(max. 3000 characters): **Please see above.**

Attach resume or other document here, if needed: **Archana LMCH - Board Member.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): **Professional or community organization**

If you selected 'Other', please specify:

Submitted on: **12/21/2023 10:24:43 AM**

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

London, ON N6G 5H7

December 20, 2023

RE: Board of Directors

Dear Phil.

I am a forward-thinking and astute executive with a profound commitment to strategy, innovation, modernization, financial optimization, risk mitigation, governance, and operational excellence.

I am seeking a new, challenging role as Board of Directors at London & Middlesex Community Housing. I find myself very strongly drawn to the unique working philosophy focused on service excellence, innovation, teamwork that fuels the LMCH overall and believe I am well aligned to excel in the available opportunity given my extensive experience in the Public Sector. I have gained experience in similar size corporation and truly believe can bring a lot of progressive experience to your corporation as well and believe I am ready for the next chapter in my career.

Throughout the progression of my career, I have developed a highly refined skillset centered on transformation and propelling organizational expansion, instituting rigorous internal controls, governance and achieving outstanding strategic outcomes. My ability to lead cross-functional teams has been influential in fostering a culture of innovation and cultivating fruitful relationships with stakeholders.

I am a visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, technology, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value.

Below, I have highlighted a sampling of my career accomplishments and contributions:

- ✓ Fronted the modernization and streamlining of budgeting processes, while implementing robust internal controls, fostering transparency, and integrity, and forging unwavering partnerships.
- ✓ Pioneered the groundbreaking implementation of Robotic Process Automation (RPA) within the OPS, specifically streamlining the creation of purchase orders for Fee for Service Consultants. This innovative automation initiative led to significant staffing reductions and a remarkable reduction in turnaround time, from fifteen business days to a mere 2 days.
- ✓ Garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. Applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality's financial health within a remarkably short span of tenure.
- ✓ Received prestigious recognition with an individual Deputy Minister's 'Standing Ovation' award for pioneering the establishment of the highly successful Enterprise Risk Management Program at the Treasury Board Secretariat, OPS.

I encourage you to review my enclosed resume, which will serve to offer a much deeper depiction of my accomplishments and abilities.

I aspire to meeting you in the context of a formal interview to further discuss ways in which I can contribute to your organization.

Warm regards,

Archana Gupta-Harit

STRATEGIC LEADER

Forward-thinking and astute executive with a profound commitment to financial optimization, risk mitigation, and operational excellence. Exhibits a remarkable history of propelling organizational expansion, instituting rigorous internal controls, processes, and regulations to consistently achieve outstanding financial outcomes.

Recognized for adeptly leading cross-functional teams, fostering a culture of innovation, and cultivating fruitful relationships with stakeholders. A visionary innovator who adeptly leverages advanced financial acumen, data-driven insights, and strategic acuity to inform and shape business strategies, effectively driving growth, profitability, and enhanced shareholder value.

CORE COMPETENCIES

- Transformational Leadership
- Strategic & Financial Management
- Creative Problem-Solving
- Change Management
- Board and Stakeholder Communications
- Corporate Finance & Governance
- Performance & Risk Management
- Resource Optimization
- Business Service Improvements

PROFESSIONAL EXPERIENCE

Director of Finance / Treasurer | Municipality of Central Elgin

Mar. 2021 – Present

Delivers transformative financial stewardship and strategic direction to optimize the financial well-being of the Corporate Services Department and various business functions, ensuring seamless access to precise financial data and reports for Council, CAO, and cross-functional departments. Orchestrates comprehensive initiatives encompassing strategic planning, regulatory compliance, enterprise risk management, contract administration, IT integration, reporting, and exceptional customer service. Conducts educational programs and facilitates orientation on governance protocols and the department's holistic operations for Council.

- ✓ Orchestrated a meticulous revision of the User-fee structure, yielding a remarkable 5% revenue increase. Proactively steered the management of property assessments in collaboration with the Municipal Property Assessment Corporation, culminating in an impressive 12% surge in the assessment base for the fiscal year 2021-22, followed by an additional 5% growth in 2022-2023.
- ✓ Galvanized organizational excellence, revolutionizing strategic planning, accountability procedures, and productivity. Offered sage counsel and expert recommendations to the CAO, Directors, and Council on matters of strategic importance, operational business plans, and cutting-edge budgeting practices.
- ✓ Garnered esteemed recognition with the prestigious Best Budget Presentation 2022 Award bestowed by the Government Finance Officers Association, North America. Applauded for unrivaled transparency, accountability, and the successful rejuvenation of the municipality's financial health within a remarkably short span of tenure.
- ✓ Pioneered the seamless integration of collaboration tools, facilitating the implementation of a comprehensive 'Work from home' policy that revolutionized opportunities for work-life balance and engendered a 65% surge in team productivity.
- ✓ Directed the introduction of cutting-edge utility billing and tax portals, affording customers and residents unparalleled access to vital information. Centralized customer service operations and achieved an impressive 60% reduction in call volume, enhancing overall efficiency and service quality and be more green and environmentally responsible.

Key Responsibilities:

- **Corporate Services:** Orchestrates and governs a broad spectrum of critical operations encompassing procurement, property tax administration, customer service excellence, human resource management, asset optimization, I&IT service delivery, and performing as an Oath commissioner, among a myriad of other functions. Fosters an environment of precision and efficiency, ensuring meticulous adherence to administrative protocols and facilitating seamless and timely completion of all essential tasks.
- **Financial Management:** Supervises the Financial Services Department, exercising fiscal oversight over all departments to assess their financial well-being, encompassing budgetary management, comprehensive reporting, regulatory compliance, financial systems optimization, payroll administration, and tax and revenue collection.
- **Strategic Planning & Improvements:** Formulates and executes comprehensive, forward-thinking financial strategies for the municipality, fostering synergies among diverse business units to ensure robust resources and frameworks for integrated long-term planning. Drives process optimization initiatives to enhance organizational productivity and operational efficiency.
- **People Leadership:** Effectively leads and supervises a high-performing team of 13+ professionals, comprising 3 managers, cultivating a culture of trust, accountability, and seamless collaboration. Delivers hands-on guidance and mentorship, fostering an

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

environment where team members thrive and excel in their respective responsibilities.

- **Strategic Budgeting:** Establishes and administers extensive multi-year financial frameworks for capital and operational planning, ensuring seamless integration with Track Plans and Asset Management Plans to facilitate enduring strategic foresight. Conducts periodic evaluations to ascertain the exigency for recalibrations or refinements, aligning with dynamic strategic imperatives.
- **Corporate Culture:** Fosters a dynamic learning and development culture that nurtures collaboration and cultivates continuous growth within the organization that is equal opportunity employer. Cultivates trust-based relationships, strategically identifying individual skill sets and leveraging cross-training initiatives to maximize strengths. Proactively provides opportunities for professional development to enhance capabilities and drive excellence across the team. Fosters a respectful workplace culture and champions diversity, equity, and inclusion. Demonstrate inspirational leadership, promote collaboration at all levels and empower staff to be innovative decision-makers.
- **Performance Management:** Dispenses timely and targeted feedback to stimulate and invigorate staff, cultivating an environment of continuous improvement. Conducts regular monthly one-on-one meetings to foster rapport and establish meaningful connections with team members. Monitors and assesses the comprehensive performance of the municipality, identifying strategic opportunities for enhancement and progress.
- **Change Management:** Builds a clear vision; supports people in the organization through their transitions from the current state to the future state and understands what is needed to influence stakeholders to embrace and adopt the change.

Sr. Manager / Sr. Advisor PCI Compliance, Controllershship & Reporting Unit

Jan. 2015 – Feb. 2021

Treasury Board of Canada Secretariat (TBS), Ontario Public Services (OPS)

Championed and steered strategic initiatives for esteemed clients, including the Cabinet Office, Premier's Office, Office of the Lieutenant Governor, Ministry of Finance, and Treasury Board Secretariat. Demonstrated exceptional acumen in spearheading and orchestrating a dynamic team of 16+ professionals across multifaceted domains, encompassing Financial Management, Controllershship, Risk Management, Reporting, Strategic Planning, PCI Compliance, COOP, and Emergency Management.

- ✓ Coordinated the effective management of a substantial operating budget of \$330M and a capital budget of \$50M for a dynamic organization comprising over 750 professionals across Governance, Risk Management, Compliance, and Reporting.
- ✓ Realized significant program-level efficiencies of approximately 35% through meticulous line-by-line evaluations, comprehensive program, and Alternate Service Delivery reviews, and adept management of Team Leads to foster seamless collaboration and sustained achievements.
- ✓ Received prestigious recognition with an individual Deputy Minister's 'Standing Ovation' award for pioneering the establishment of the highly successful Enterprise Risk Management Program at the Treasury Board Secretariat, OPS.
- ✓ Collaborated closely with twenty-one ministries and Cabinet office during the 2019 Cabinet shuffle to seamlessly facilitate office transitions, address changes, equipment provisioning, and comprehensive IT readiness, ensuring a seamless transition for ministers as they logged into their new systems and offices.
- ✓ Ensured uncompromising adherence to Payment Card Industry (PCI) Standards across the province's 19 Ministries, diligently collaborating with clients throughout the year to guarantee compliance and maintain vigilant oversight.
- ✓ Attained Excellence Canada's esteemed Gold-level recognition for the Business and Strategic Planning Branch, along with ISO certification for all processes, through astute business process reengineering and the implementation of comprehensive corporate reporting frameworks.
- ✓ Pioneered the groundbreaking implementation of Robotic Process Automation (RPA) within the OPS, specifically streamlining the creation of purchase orders for Fee for Service Consultants. This innovative automation initiative led to significant staffing reductions and a remarkable reduction in turnaround time, from fifteen business days to a mere 2 days.

Key Responsibilities:

- **DEI Prioritization:** Delivered executive-level coaching and mentoring to participants of prestigious leadership initiatives, including the Women in Leadership, Canada program, and the official OPS Diversity Mentoring program. Played a pivotal role in shaping and executing the OPS Antiracism and post-COVID-19 return-to-work strategies, driving initiatives aimed at enhancing workplace diversity, inclusion, and equality leading to change in the workplace.
- **Digitization & Automation:** Facilitated seamless digitalization and operational continuity during the transition to remote work amidst the COVID-19 pandemic. Conducted thorough evaluations to identify areas for process digitization and automation, enhancing operational efficiency and accessibility for geographically dispersed teams. Implemented robust security measures to

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

ensure the integrity and confidentiality of government systems and sensitive data throughout the digital transformation journey.

Manager, iSolutions Branch | Ministry of Education / Government Services

Apr. 2012 – Dec. 2014

Directed collaborative efforts with customers, partners, and key stakeholders to establish a comprehensive strategy and roadmap for organizational growth in delivering innovative iSolutions to the Minister, effectively aligning with goals and mandates. Oversaw an \$85M budget, while cultivating and managing strategic external and internal alliances to maximize ROI and drive successful project outcomes.

- ✓ Orchestrated the successful management of client expectations, ensuring the prompt and precise delivery of services, consistently meeting, and surpassing 100% of client Service Level Agreements.
- ✓ Led the seamless transition of the Childcare Program from the Ministry of Children and Youth Services to the Ministry of Education, spearheading the modernization of Childcare Services across Ontario. Pioneered the implementation of an innovative solution to optimize program operations.
- ✓ Amplified team productivity by an impressive 40% during critical project phases, through the implementation of refined procedures, meticulous documentation, strategic team co-location, and the utilization of SharePoint as a collaborative tool.
- ✓ Spearheaded a comprehensive modernization effort, resulting in a significant reduction and simplification of the Childcare Application process across Ontario. Centralized time-consuming functions into a streamlined web application, equipped with efficient status reporting tools, slashing the application turnaround time from 60 days to an impressive three business days.
- ✓ Successfully led Joint Applications Sessions, fostering seamless collaboration and communication between technical and business teams. Bridged the gap between the two disciplines, ensuring the smooth and efficient completion of all projects and goals.

Key Responsibilities:

- **Team Leadership:** Coached and directed cross-functional and matrix teams comprised of 15 talented professionals, driving their performance toward the successful implementation of cutting-edge portals, innovative solutions, and comprehensive digitization initiatives to optimize internal and external processes, resulting in enhanced operational efficiency and seamless user experiences.
- **Program Management:** Managed multiple concurrent programs, employing a goal-oriented approach to meticulously plan and execute each program on time. Fostered an Agile work environment, implementing robust 'exit strategies' to ensure adaptability and enable prompt adjustments as necessary to ensure successful program management and integration.

Controller, I&IT Corporate Controllershship | Ministry of Government Services

Apr. 2010 – Mar. 2012

Synthesized and presented complex project submissions (\$2M+) in concise 2-page business case for review by the Treasury Board/Management Board of Cabinet (Board) Ontario. Delivered recommendations on contentious issues spanning multiple ministries and facilitated Cabinet ratification. Provided comprehensive analysis of Multi-Year Planning, financial and risk reporting, and governance aspects of the organization's allocations and grants.

Sr. Planning & Performance Analyst, Central Agencies I&IT Cluster | Ministry of Finance

Jan. 2009 – Apr. 2010

Developed business cases, project estimates, briefing materials for Estimates Defense and quarterly reports. Led Results based Plans, negotiated MOUs, SLAs and developed accountability agreements with ministries.

- ✓ Improved organizational accountability by developing and implementing a Performance Management framework. Developed analytics through the framework that helped executives in decision making and addressing the issues.
- ✓ Increased productivity and efficiencies by strategically procuring and implementing ERP (PeopleSoft) and Finance (Oracle) solutions that aligned and were integrated to offer better results.

Management Consultant | Courtyard Group

Jan. 2007 – Dec. 2008

Provided strategic recommendations, insight on variety of strategic and financial matters and advising clients' Senior Management team to resolve project roadblocks in Healthcare Sector. Portfolio, program, and project management spanned planning, policy, transfer payments, policy development, process re-engineering, Governance, Controllershship, Information Technology, Financial Management, Performance and Risk Management.

- ✓ To enhance medical services and serve the patients with one patient one digital record across Ontario and online prescriptions, I co-managed the development and implementation of an IM/IT strategy (~\$250 M) for a provincial initiative for Digital Medication Management, a transformational project spanning jurisdiction; and liaising with Ministry of Health, various association (including Pharmacists, Doctors and Nurses); Canada Health Infoway, CIHI and various vendors.

ARCHANA GUPTA-HARIT, MBA, CPA-CMA, PMP

Engaged leaders in the healthcare across the globe such as Australia, Finland and Denmark for lessons learned and technology solutions due diligence.

- ✓ Facilitated 50% reduction in operational and support costs by reengineering the business processes in a leading hospital in Toronto enabling efficient use of IT. Introduced performance framework to enhance accountability across the organization. It also let the hospital realize its potential through benchmarking in the industry.

Data Analyst – Ministry of Health and Long Term Care, EHS Branch, Southwest Ontario.

Apr. 2003 – Aug 2005

Established relationships utilizing my interpersonal abilities with various municipality directors and Central Ambulance Managers from various EMS and EHS centers in Ontario to optimize resource utilization by researching logistics. Facilitated forecasts, statistical reports and tracking the performance results of the dispatch centers and made presentations to different levels of management and stakeholders to communicate the proposed changes for delivering a better patient care in Ontario.

EDUCATION & CERTIFICATIONS

MBA (Majors - Finance & Accounting) | Richard Ivey School of Business, University of Western Ontario | London, ON

CPA – CMA | CPA Ontario Charter

MAFP – I&II | AMCTO

Employment Law and Human Resources Program (HR) | AMCTO

Project Management Professional (PMP) | Project Management Institute

Certified in Governance of Enterprise IT | ISACA

Performance Indicators: Measurement and Management | Executive Education Centre Schulich School of Business
Critical Communication Skills for Emerging Leaders | Executive Education Centre Schulich School of Business

Certification in Risk Management Assurance (CRMA) | IIA

Post Graduate Diploma in Computer Science & Applications (equivalent to MSc.) | PU India

ADDITIONAL LEADERSHIP EXPERIENCE

Board of Directors | Travel Industry Council of Ontario

Sep.2023 - Present

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Chair & Board Member | Deputy Minister Diversity Partnership Program Alumni Association, OPS

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Board Member / Assistant Treasurer | Hospice Toronto

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