

## EXECUTIVE PROFILE

A semi-retired financial services business executive who has extensive Board experience. I am one of the original Palms owners and also own other Caribbean interests in Anguilla, Four Seasons and St Maarten, a private villa. I am now at the time in my life where I can allocate the necessary time to appropriately represent the ownership group at The Palms and look forward to serving you.

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## AREAS OF EXPERTISE

- General & Operations Management
  - Strategy Development & Execution
  - Talent Management Development
  - Team Building & Leadership
  - Mergers & Acquisitions, Business Integration
  - Complex Program & Project Execution
  - Transformational Change
  - Operational Risk Management
  - Retail & Wealth Management
  - Client Experience
  - Outsourcing
  - Vendor & Contract Management
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## PROFESSIONAL EXPERIENCE

### **MBR Advisory, Managing Partner, 2017-Present**

Provide strategic consulting services to global consulting firms, technology companies and fintechs, specializing in Retail Banking and Wealth Management, and to executives in the form of one-on-one executive coaching.

### **CIBC, Executive Vice-President and Chief Administrative Officer, Retail and Business Banking, 2011-2016**

Accountable for all strategic programs and shared services as well as project execution function for Retail & Business Banking, including strategic initiatives, frontline support, collections, fraud, business controls, client experience, learning development and knowledge management.

#### *Key Accomplishments*

- Key advisor and approver of all Retail and Business Banking initiatives impacting the strategic business direction and operational processes.
- Successfully delivered on \$400 million portfolio of strategic transformational initiatives resulting in Retail & Business Banking's significant progress towards its modern convenience banking strategy. A critical element included delivering a new client-centric, needs and advice based sales and service platform.
- Developed and led enterprise wide client experience transformation to a more client-centric culture, resulting in CIBC outpacing its competitors and changing competitive rank for the first time in 25 years. That change led to a significant reduction in the gap to the leading Canadian bank by 70% on the JD Power Satisfaction Index and 40% on the IPSOS Customer Service Index.
- Designed and completed a major transformation of the collections business, directly reduced loan losses by \$100 million annually through operational effectiveness and lean management principles, developed a client-focused research offer, and created a performance measurement and sales culture that resulted in an additional ~\$30 million of approved loans for the organization.

### **CIBC, Executive Vice-President, Global Operations and INTRIA, 2006-2011**

Accountable for all CIBC business processing and middle office activities globally (Retail, Wealth Management, and Capital Markets) and for third party banks (INTRIA) with an FTE compliment of 5,000+ in multiple locations.

#### *Key Accomplishments*

- Led the strategy, transformational design and implementation of the operations strategy, which included outsourcing, offshoring, optimizing physical footprint, and implementing a digital strategy.
- Drove operating savings of ~\$130 million over the period with ~\$60 million per annum in ongoing savings by streamlining key processes, strategic workforce management (e.g., outsourcing), implementation of lean management and execution of employee-driven continuous improvement programs which generated over 10,000 ideas annually.
- Significantly improved employee satisfaction through engagement and empowerment programs, by 22 percentage points over a 5 year period from 64 to 86, amongst the highest at CIBC.

## **CIBC, Senior Vice-President, Corporate Services and Chief Procurement Officer, 2005-2006**

Accountable for the strategic direction of real estate, internal consulting, and all sourcing activities.

### *Key Accomplishments*

- Integrated branch and corporate real estate resulting in savings of \$5 million annually.
- Optimized the consulting team to a business-focused model, resulting in a more effective and efficient service.
- Established an initial outsourcing capability and business analytics environment.

## **CIBC, President and Chief Operating Officer, Investor Services Inc., 2003-2005**

Accountable for the strategic direction and day to day management of the online brokerage business, including sales, marketing, contact centers and operations. Provided leadership and support to the Imperial Service branch-based advice offer.

### *Key Accomplishments*

- Successfully implemented technology innovation and a client focused sales and service culture, by streamlining and right-sizing the organization, and achieved ~\$7 million of reduced operating costs.
- Achieved “Best in Class” rating for customer service from Dalbar and progressed Investor’s Edge Watchfire-Gomez ranking from 11<sup>th</sup> to 3<sup>rd</sup> for enhancements to the client online trading platform.
- Developed the Edge Advantage offer & Premium Edge offers for active traders using strategies that were successful in full service and applying them to the discount online business, driving incremental revenue to key clients.
- In response to market conditions, reduced support costs by streamlining the management structure to integrate with the full service business at Wood Gundy, resulting in annualized savings of ~\$5 million.

## **CIBC, Deputy Head, CIBC Wood Gundy and Managing Director, CIBC World Markets, 1989-2005**

Accountable for all administrative and operating functions related to the full service retail brokerage business of CIBC World Markets.

### *Key Accomplishments*

- A key member of the management committee, accountable for financial planning, investment advisor compensation, front office technology, real estate, and compliance.
- Led two separate Private Client Merrill Lynch acquisitions including the business transformation, integration of technology and, operations platforms as well as real estate branch optimization.
- Drove transformational change by introducing the first automated desktop, trading and portfolio management systems for Wood Gundy investment advisors, resulting in enhanced trading and portfolio management capabilities.
- Led the deal team in a competitive bid process that successfully acquired the Private Client Division of Merrill Lynch in 2001 (~\$1 billion valuation including investment advisor retention).
- Executed the fastest post-merger integration of front and back end technology & operations platforms and processes, including real estate branch optimization, resulting in ~\$75 million in annual savings.
- Led the integration and transformation of Oppenheimer & Co. (USA) acquisition into CIBC through streamlining and establishing enhanced technology, management systems, processes, and performance measures.
- Spearheaded a highly sensitive implementation of an industry-leading compensation plan for CIBC Wood Gundy Investment Advisors, delivering significant rewards for high performance and transforming Wood Gundy to a leadership position in the industry.

## **Bank of Nova Scotia, Advisor, Mutual Funds, 1988-1989**

Advisor to SVP, Mutual Funds and Asset Management on the restructuring of these businesses.

### *Key Accomplishments*

- Led the overall integration and merger of the Scotia McLeod and Scotia Bank fund families.

## **AGF Management, Advisor, Mutual Funds, 1987-1988**

Advisor to Vice Chair on operational, marketing and sales effectiveness.

### *Key Accomplishments*

- Led the restructuring of the marketing and sales teams resulting in a more client-focused model.

## **Sentinel Investment Management Inc., Vice-President and Chief Operating Officer, 1984-1987**

Accountable for all administration, finance, processing, risk management, legal and compliance functions.

### *Key Accomplishments*

- Established necessary corporate structure to create the legal entity with external counsel and advisors.
- Led the organization through rapid growth from start up to over \$500 million in AUM.
- Negotiated all contractual agreements including outsourcing for unitholder, fund & trust accounting, and custody of securities.
- Spearheaded the introduction of the largest Canadian equity (~\$95MM) & Global equity (~\$130MM) mutual funds.
- Led the firm's sale selection process and divesture to Mackenzie Investments.

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## **EDUCATION & RECOGNITION**

- Consultative Leaders Program, 2014, 2015
- Finalist for Leadership Award, Women in Capital Markets, 2007
- Partners, Directors and Officers program, 1989
- Bachelor of Arts, University of Toronto, 1984
- Toronto Stock Exchange Operations program, 1981

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## **AFFILIATIONS**

### *Industry*

- Director, Ted Rogers School of Management Ryerson Board, 2015 - Present
- Director, INTRIA Items Inc., 2005 - 2016
- Director and Executive Committee Member for CORE, 2011 - 2014

### *Philanthropy*

- Director, Capitalize for Kids, 2014 - Present
- Chair, Retail & Business Banking United Way Major Gift Giver Campaign, 2011 - 2016
- Co-Founder and Director, Minor Hockey Fights Cancer, 2010 - 2015
- Chairman and Director, Toronto's Ronald McDonald House, 1998 - 2004
- Leader & Motivator, CIBC Wood Gundy Mt. Kilimanjaro Climb for the Cure, 2004

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## **PERSONAL**

- Health & Fitness – Currently training for Ironman. Completed several half marathons & 2015 New York City marathon, minor hockey coach and competitive hockey player.
- Mentorship - Career coaching and mentorship to high-potential future executives and Millennials.