

DARLENE ROMANOSKI, MBA, CPA, CGA

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Change Leader – Forward Thinking – Influencer – Collaborative**CHIEF FINANCIAL OFFICER ▪ VICE PRESIDENT****EDUCATION**

- Chartered Professional Accountant
Certified General Accountant
(CPA/CGA)
- Master of Business Administration
(MBA), Royal Roads University

High performing executive with more than 20 years' experience leading strategic business services and organizational transformation; leader of change initiatives and financial operations in dynamic and complex environments (public and private sectors).

Innovative, analytical, highly collaborative, and bottom-line oriented with a fierce focus on process improvement and balanced budgets without compromising quality and services.

A strategic manager who knows success comes through teamwork and who can rally other leaders and staff to achieve the vision, goals and objectives of an organization through effective people development.

CORE COMPETENCIES

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| ▪ Strategic / Integrated Business Planning | ▪ Budgeting & Financial Stewardship | ▪ Continuous Process Improvement |
| ▪ Collaborative Leadership | ▪ Financial & Data Analytics | ▪ Risk Management |
| ▪ Change Management | ▪ Capital Planning & Acquisition | ▪ Project Planning & Execution |
| ▪ Team & Talent Development | ▪ Facilities Master Planning | ▪ Policies & Procedures Development |
| ▪ Stakeholder, Government & Board Relationship Management | ▪ Business & Partnership Development | ▪ Treasury & Investment |

PROFESSIONAL EXPERIENCE**BRITISH COLUMBIA ACADEMY****Sep 2015 to Feb 2020****Vice President Administration, CFO and Business Development**

British Columbia Academy is the largest government accredited public post-secondary academy in the Province with over 50 years of distinct history and accomplishments. The Academy delivers more than 120 programs to a diverse and multicultural student population.

- Spearheaded and implemented an integrated business planning and budget framework that enabled the Academy, at all department levels, to set goals and objectives that established priorities and aligned with key success drivers. This resulted in moving the Academy from a financial deficit to profitability within two years and achieving financial stability that has now positioned the Academy for growth.
- Developed new international student revenues by \$10 million (growth of 250% from 2018/19); diversified into untapped and emerging markets in Asia and collaboratively developed programming to meet demand.
- Restructured departments and built a high-performing team that initiated multiple process improvement projects that increased efficiencies, streamlined data information reporting and enhanced analytics.
- Improved employee engagement (up 11 points from 2018/19); silos dispersed, morale increased, absenteeism decreased, and staff retention saw significant improvement.

BRITISH COLUMBIA ACADEMY, Continued

- Initiated and created a Stakeholder Development Office to build relationships with external organizations; currently on track to meet the growth target of 22% over the next five years.
- Led the Academy's first ever master planning project that will provide a road map for major capital infrastructure projects for the next 5 - 20 years and will provide options for leveraging real estate assets in order to fund significant capital improvements and new buildings.
- Championed the revision of the Emergency Management Plan, clarified roles and responsibilities, carried out training exercises for the Emergency Planning Centre, and initiated the development of business continuity plans. Raised the profile of risk management, information privacy, access to information, and data protection.

BC AIRPORT AUTHORITY

Aug 2007 to Aug 2015

Vice President Corporate Services and Chief Financial Officer

The BC Airport Authority owns and operates the BC Airport, a regional hub for national and international flights, including charters and scheduled flights. The BC Airport Authority is governed by an eight-person Board appointed by four appointing bodies; Regional Municipality of Any Town, Canadian Association of Product Producers, BC Chamber and Canadian Union of Employers.

- Advised key decision-makers and played an integral role in the completion of and transition to a new \$250 million, 15,000-square meter (161,458 square feet) airport terminal.
- Oversaw a 200% increase in staffing (approx. 75 people) within 8-weeks to service the new terminal.
- Supported operations of a 9.5% increase of total passengers to a new record of 1.3 million over one year. The 10th busiest airport in Canada at the time.
- Involved in the strategic selection of vendors for the Airport's dining, retail and rental car concession programs; the airport won top concession program award in North America in its category in 2015.
- Provided financial acumen to leadership teams to aid in the decision making of economic development of the commercial land around the airport to increase non-aeronautical revenue.

OTHER PROFESSIONAL EXPERIENCE

ABC AVIATION

Director of Finance

ABC is a family-owned business that included three operating companies, Hosea Air, Victoria Aviation and XYZ Aviation

- Spearheaded the amalgamation of corporate and financial services of *Hosea Air* and *XYZ Aviation* into one entity and rebranded under *Pacific Aviation Inc.*
- Steered company growth over a 9-year span; from \$5 M to \$50 M; from 23 to 80 aircraft; from 75 to nearly 300 employees; and from a private to a public company.

THE FELIX GROUP

Chief Financial Officer

The Felix Group of companies specialized in advanced technology products and services. The group was comprised of EXYS Analytical (environmental testing laboratory), EXYS Technologies (manufacturing of marine monitoring equipment and sensors) and Norstat Chemicals (inorganic chemical manufacturing).

- Introduced strategic frameworks that enhanced business planning, budgeting, administrative processes, and the implementation of new Enterprise Resource Planning (ERP) software. These frameworks led to organization restructuring and strategic succession planning and management/leadership development.