

# Candidates for Board of Directors positions

Desjardins Ontario Credit Union



Every January, Desjardins Ontario Credit Union puts out a call for nominations for the vacant seats on its Board of Directors, based on the Board's group profile. The Board is specifically looking for candidates with the skills and perspectives needed to round out the existing team and to reflect the diversity of the community the Credit Union serves.

This year, the Board is looking for candidates who meet the following criteria:

### Skills in at least one of the following areas

- Financial Banking Management
- Risk Management
- Education
- Sustainable Development

### Other representation needs

#### Knowledge in the following economic sectors:

- Agriculture
- Automotive (manufacturing component)
- Mining (mines and services)
- Health professionals
- Technology

### Member representation

#### Gender (to maintain gender parity on the board)

- Female: 3
- Male: 3

#### Age groups

- 35 to 49 years: 1 member
- 50 to 64 years: 2 members
- 65 years & over: 3 members

#### Governance

A balanced distribution between experienced directors and new candidates is desirable to ensure continuity in the Credit Union's governance.

**At this year's Annual General Meeting, which will be held on April 15, 2025, there are 6 seats\* to be filled with a 3-year term\*. The nomination period is now closed.**

	Ottawa Region	Eastern Ontario Region	Toronto Southwestern Region	Sudbury-North Region
Number of seats available	1	1	1	3
Number of applicants	3	2	2	3
	Election	Election	Election	Elected by acclamation

Please read each candidate's profile to get to know them better. A summary table of candidates is included at the end of the document. It shows how each candidate meets the target profile for the Board of Directors. These profiles only highlight the skills the Board is looking for in 2025.

\* The term lengths for the Sudbury and Northern Ontario region are subject to changes to the bylaws at the annual general meeting.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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### OTTAWA REGION



## Camila Bousquet

**Occupation :** Entrepreneur

**Sex :** Female

**Age group :** 18 - 34 years

**Skill that matches the board's criteria for 2025 :**

Cooperation, Entrepreneurship, Governance

## Reasons for running

Dear Madam, dear Sir

I wish to express my interest in becoming a member of the Board of directors of Caisse Desjardins Ontario. Convinced for some time now of the relevance and importance of credit unions in Ontario, I would like to put my experience and skills at the service of our organisation as to contribute to the fulfillment of its mission.

As an entrepreneur in the fields of production, technological applications and public relations, I have acquired a concrete expertise in relevant areas such as management, finance, strategy and customer service, which enables me to understand the complex issues that a credit union may face. My approach is essentially geared towards finding sustainable solutions and optimising processes, while remaining true to the values of solidarity and social responsibility at the heart of our cooperative model.

I am particularly motivated by the idea of participating in strategic decisions that will have a direct impact on the members of the Caisse Desjardins Ontario. Should you choose me to represent you at the Board of directors, I am committed to defend your interests and promote a sound and transparent management. I firmly believe that my proven ability to work as part of a team, analyse complex situations, constantly learn from my peers and make informed decisions would be a valuable asset to our organisation.

Outspoken advocacy for the development of our communities in Ontario and the promotion of the values of cooperation and mutual aid, I am convinced that my involvement at the Board of directors could enhance ties with our fellow members and contribute to the Caisse's growth while respecting its fundamental principles.

Thank you for the consideration given to my application. I am at your disposal for any conversations about my experience and motivation as well as my vision of the future of our cooperative.

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## Candidate for a position on the Board of Directors<sup>1</sup>

### OTTAWA REGION



### Arielle Kaneza

**Occupation :** Public servant, Federal Treasury Board Secretariat

**Sex :** Female

**Age group :** 18 - 34 years

**Skill that matches the board's criteria for 2025 :**

Cooperation, Governance, Information Technology

### Reasons for running

Dear members, clients – I'm running to become Caisse Desjardins Ontario (CDO) Board Director because I believe I can help the credit union continue to remain relevant and strategically position itself for the future.

In today's world, a simple, seamless user experience, effective and efficient processes, and proximity (whether physical and/or virtual) are essential for growth, sustainability, and retention in any organization, including financial institutions of all types and sizes. This is where I can contribute by leveraging my combined ten years of experience in information technology (across various fields), operational optimization, change management, and community projects.

Since 2018, I have worked with over 200 institutions under the federal Access to Information and Privacy Acts to: (1) Help them adopt tools designed to modernize and improve service delivery (and therefore enhance transparency and trust in these institutions). (2) Optimize operations, particularly within large and complex departments of the Government of Canada, to ensure a return on investment and fulfill the mandate entrusted to my employer (Treasury Board Secretariat of Canada).

Additionally, since late 2022, I have been actively involved with the Treasury Board in designing tools (following a detailed mapping exercise and in-depth data analysis) in collaboration with various stakeholders (including feedback from journalists) for the purpose of ensuring that the next generation of tools serving the public directly does so effectively (while also considering regional needs).

I have also co-founded a program in my home country (Burundi) and provided operational support to a youth-focused organization in Canada, aimed at reducing school dropout rates among young girls and immigrant students in Ottawa.

Since December 2023, I have been serving as relève du conseil d'administration on the Board of Directors, contributing to the Audit and Ethics Committee and strategic planning exercises to effectively position CDO both now and in the future, including strategies for acquiring new members and providing personalized services to affluent immigrants.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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### OTTAWA REGION



## Safari Mutabazi

**Occupation :** Independant Consultant

**Sex :** Male

**Age group :** 50 - 64 years

**Skill that matches the board's criteria for 2025:**

Financial Management, Accounting, Risk Management

## Reasons for running

Dear Madam, Sir,

I am excited to submit my application for a position on the Board of Directors of Caisse Desjardins Ontario. My deep commitment to cooperative values, combined with my extensive experience in financial management, auditing, and administration, enables me to contribute meaningfully to the governance of the Caisse.

With over 20 years of experience in financial management and auditing, I have held strategic positions in finance and administration within national and international organizations. As an independent consultant specializing in auditing and risk management, I have assisted various companies in optimizing their financial and internal control practices. Furthermore, my certification in internal auditing (CIA) and my ongoing certification in risk management assurance (CRMA) demonstrate my ability to analyze and mitigate financial and operational risks—an essential asset for the Board of Directors.

The mission of Caisse Desjardins Ontario, centered on mutual support and the financial well-being of its members, strongly aligns with my personal and professional values. My expertise in governance, strategic planning, and regulatory compliance would allow me to provide insightful perspectives on board decisions while ensuring the best interests of the members. Having worked in multicultural and regulated environments, I am well-equipped to collaborate effectively with fellow board members and contribute to informed and responsible decision-making.

Moreover, my community engagement and bilingual proficiency in French and English enhance my ability to represent the diverse membership of the Caisse and facilitate communication among stakeholders. My in-depth knowledge of economic issues, particularly within the financial and cooperative sectors, would enable me to play a key role in governance and the implementation of sustainable development strategies for the Caisse.

In summary, my expertise in risk management, finance, and governance, combined with my leadership skills and cooperative commitment, make me a strong candidate for this position. I am eager to contribute actively to the growth and stability of Caisse Desjardins Ontario while safeguarding the interests of its members and its impact on the community.

I appreciate your time and consideration of my application and remain available for any further information.

Sincerely,  
Safari Mutabazi

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## Candidate for a position on the Board of Directors<sup>1</sup>

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### EASTERN REGION



## Marc Lamarre

**Occupation :** Retired

**Sex :** Male

**Age group :** 65 + years

**Skills that match the board's criteria for 2025 :**  
Financial Management / Entrepreneurship

## Reasons for running

Hello, my name is Marc Lamarre, and I am running for the position of Board Representative for the district of Eastern Ontario for the Desjardins Group. I am semi-retired, so I have a lot of time to dedicate to this position. I have experience with other advisory boards and I am an entrepreneur. I have three university degrees including a Masters of Business Administration (EMBA). I have also taught business mathematics to Masters of Business Management students at the University of Ottawa and I am a former military officer who served with NATO forces in Germany.

My qualifications become useless if I do not represent you adequately. My goal in this position is to ensure that the well-being of the members is my highest priority. I promise to always behave with enthusiasm, integrity and honesty as your representative.

I will devote the time and effort necessary to always be prepared for all Board meetings as well as subcommittees I may be asked to serve on. My objective is to participate constructively in discussions and make informed decisions on your part.

I will promote the vision of the Desjardins Group as well as support the strategic principles of the organization in order to ensure the best possible outcomes for our current and future members.

I thank you in advance for your support because it would be an honour to serve and represent you. Thank you.

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## Candidate for a position on the Board of Directors<sup>1</sup>

### EASTERN REGION



### Estelle Patenaude

Outgoing Board Member

**Occupation :** Entrepreneur

**Sex:** Female

**Age group:** 50 - 64 years

**Skill that matches the board's criteria for 2025:**

Financial Banking Management, Governance, Risk Management

### Reasons for running

It is with great interest that I submit my candidacy to sit on the Board of Directors of Caisse Desjardins Ontario. With my experience in business management, governance and risk management, I am confident that my skills and commitment would be valuable assets in supporting the mission and objectives of our institution.

Since my appointment to the Board in November 2024, I have had the privilege of working alongside the leadership team of Caisse Desjardins Ontario. This experience gave me the opportunity to integrate into the management structure, participate in Board meetings and attend the various training sessions offered to directors. I am currently in the process of completing the series of training sessions required for new directors and I have benefited from three tailored integration sessions with the Senior Director of General Management Support, which has greatly enhanced my understanding of the strategic issues facing the Caisse.

Caisse Desjardins Ontario's commitment to equitable representation of women at all levels of the organization aligns with my own conviction that gender parity in decision-making bodies and management positions is beneficial to businesses, the economy and society as a whole.

I would be honored to continue my work alongside the other members of the Board to continue contributing to the development of communities. My commitment remains focused on ensuring the delivery of modern financial services designed in the best interests of our members and clients.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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ELECTED BY ACCLAMATION AT THE AGM

SUDBURY-NORTH REGION



### France Bélanger-Houle Outgoing Board Member

**Occupation :** Retired

**Sex :** Female

**Age Group :** 65 + years

**Skill that matches the board's criteria for 2025 :**

Entrepreneurship, Governance, Human Resources Management

### Reasons for running

As a retired entrepreneur and manager, I believe I possess the skills and aptitude required to be an effective member of the Board of directors of the Caisse Desjardins Ontario. Furthermore, my volunteer experience within multiple agencies has allowed me to have first-hand knowledge of the communities that are serviced by the CDO. My formal education in Communications and Business complete my professional profile.

I have been a board member of the Caisse Desjardins Ontario for the last three years and have participated in several of its committees. This valuable experience has solidified my knowledge of the cooperative sector including its opportunities and challenges. As a board member, the needs of our members and clients have always guided my decisions. I believe that my continued role on the board will offer the stability required in the present economic context.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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ELECTED BY ACCLAMATION AT THE AGM

SUDBURY-NORTH REGION



### Roger Gauthier

Outgoing Board Member

**Occupation :** Retired

**Sex :** Male

**Age group :** 65 + years

**Skills that match the board's criteria for 2025:**

Cooperation, Entrepreneurship, Governance

### Reasons for running

I have been a board member with Desjardins Caisse/Credit Union since 2004. I started at the Caisse Populaire Azilda and after 2 mergers we are now part of the Caisse Desjardins Ontario Credit Union. I am proud to have been involved in the creation of the Caisse Desjardins Ontario Credit Union, which is now recognized as the fastest growing credit union in Canada.

My 9 years of experience on the board of directors at Health Sciences North/Horizon-Santé Nord in Sudbury, where I was a member of the finance committee for 4 years, is an asset which permitted me to comprehend the financial complexities of a large health institution. My experience in risk management and sustainable development were useful at the Cooperative Funeral Home in Sudbury when we transformed our service offer to cater to the everchanging requests from our members.

My 35 years in management in my own hardware store and in a large home building center in Sudbury, gave me great knowledge of the complex world of risk management and human resources.

My knowledge of governance regulations which I acquired in my professional career or at other coops which I have been implicated with, is an important asset which I bring to the board of Desjardins Ontario Credit Union.

I strongly believe in the cooperative movement which I have been involved in my community for quite a few years. The Desjardins model permits us, as individuals, to add our personal resources to a pool which benefits all our members, and we all get to share in the financial benefits at the end. I want to continue to work for you so that we can continue to enjoy the benefits of our financial institution for years to come.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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ELECTED BY ACCLAMATION AT THE AGM

SUDBURY-NORTH REGION



### Alain Larocque

Outgoing Board Member

**Occupation :** Retired

**Sex :** Male

**Age group :** 50 - 64 years

**Skill that matches the board's criteria for 2025:**

Customer Service, Cooperation, Governance

### Reasons for running

My name is Alain Larocque. I am an active 64-year-old male who has been on the board of the Caisse for 30 years.

My experience includes:

- Caisse St Jacques de Hanmer
- Caisse Valley East
- 5 years at the Fédération des Caisses de l'Ontario
- 3 years at the Caisse Desjardins Ontario Credit Union.

Working continuously as an advocate for members and clients is very important to me. I would like very much to continue in this capacity.

My enriched collective profile is mainly in teaching, governance and cooperation. Some of my experience includes:

- Nine years in research in hydro geochemistry for Atomic Energy of Canada in Manitoba.
- The Underground Research Laboratory at Atomic Energy of Canada gave me mine rescue team experience. Our team won a provincial competition.
- I was a professor at College Boreal in Sudbury for 24 years.
- I taught courses in Chemistry, Mining Methods, Smelting, and Metallurgy.

I hope to be able to continue representing Sudbury-North on the Board of the Caisse Desjardins Ontario Credit Union.

Thank you,

Alain Larocque

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## Candidate for a position on the Board of Directors<sup>1</sup>

### TORONTO SOUTHWESTERN REGION



## **Bululu Kabatakaka** Outgoing Board Member

**Occupation :** Retired

**Sex :** Male

**Age group :** 50 - 64 years

**Skill that matches the board's criteria for 2025:**

Customer Service, Cooperation, Governance

## Reasons for running

I am applying for a position on the Board of Directors of the Caisse de l'Ontario (CDO) for the Toronto and Southwest region. This position interests me, and I have the experience and training required to occupy it. With over thirty years of experience in managing multidisciplinary programs and projects (education, agriculture, rural development, and cooperative management) in Canada and several African countries, as well as training in economic sociology (PhD), project management (Master's in Science), forestry (Bachelor's degree), international business (Diploma), and agronomy (Technical Engineer), I am confident that I can contribute constructively to the CDO Board. I will bring to the job the following skills:

- **Strategic Thinking:** I am very familiar with the strategic planning process. I have been involved in strategic planning in several organizations, including on the CDO Board. I am therefore seeking the renewal of my term to continue working with the entire team.
- **Fiduciary and Ethical Responsibilities:** Having served on the audit committees of Desjardins Caisse in Ontario, I have a strong understanding of the fiduciary and ethical responsibilities that would fall to me on the CDO Board, and I look forward to fulfilling them with diligence and professionalism.
- **Results-Oriented Approach:** I have applied the results-based management approach to all the projects and programs I have designed and managed throughout my more than thirty-year career in Canada and internationally. It is with this mindset that I intend to fulfill my strategic role on the CDO Board.

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## Candidate for a position on the Board of Directors<sup>1</sup>

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### TORONTO SOUTHWESTERN REGION



## Michel Yelle

**Occupation :** Retired

**Sex :** Male

**Age group :** 65 + years

**Skill that matches the board's criteria for 2025:**

Governance, Ethics, Education

## Reasons for running

I am a franco-ontarian born in Cornwall and graduated from the University of Ottawa with a bachelor of social science (BA) and a bachelor of Education (BEd). I also have a master's degree in Education with the administration option. My career has been in education with multiple positions and responsibilities such as teaching, department head, group leader for the ministry of Education in Toronto, administration management and school principal for the french catholic school board CSCProvidence in Windsor.

I have been a member of the Tecumseh service centre since 1976. I was on the board of the Caisse Desjardins Ontario Crédit Union from 1984 until 2023.

I would like to continue to serve the Desjardins Mouvement and offer my expertise to our members and the communities. I am available to participate in all necessary meetings.

I would also like to mention that I was a member of the ethics committee of the Fédération des Caisses Populaire du Québec (FCDQ) from 2010 to 2023.

I am submitting my candidacy and believe that I meet the requirements needed to fill the position and I also have many years of experience and knowledge.

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Collective Profile of the Board Criterias sought:			BOUSQUET, Camila	KANEZA, Arielle	MUTABAZI, Safari	LAMARRE, Marc	PATENAUDE, Estelle	BÉLANGER- HOULE, France	GAUTHIER, Roger	LAROCQUE, Alain	KABATAKAKA, Bululu	YELLE, Michel
Competency Criterias 2025	Skills	Target	Ottawa Region			East Region		Sudbury North Region			Toronto Southwestern Region	
	Customer Service									✓	✓	
	Cooperation		✓	✓					✓	✓	✓	
	Financial Management				✓	✓						
	Financial Banking Management	1					✓					
	Entrepreneurship		✓			✓		✓	✓			
	Accounting				✓							
	Governance		✓	✓			✓	✓	✓	✓	✓	✓
	Law & Ethics											✓
	Human Ressources Management							✓				
	Risk Management	1			✓		✓					
	Education	1										✓
	Sustainable Development	1										
	Information Technology			✓								
Other Criterias	Gender	Target										
	Male	3			✓	✓			✓	✓	✓	✓
	Female	3	✓	✓			✓	✓				
	Other gender identity or prefer not to answer											
	Age Group	Target										
	18-34 years		✓	✓								
	35-49 years	1										
	50-64 years	2			✓		✓			✓	✓	
	65 years +	3				✓		✓	✓			✓
	Ethnocultural Diversity	Target										
	Anglophone functional in French	1										
	Cultural Diversity - functional in French	1	✓	✓	✓						✓	
	Other criteria - Economic Sectors	Nombre recherché										
	Agriculture	1					✓				✓	
	Automobile (manufacturing)	1										
	Mining (mines and services)	1								✓		
	Health Professionals	1										
	Technology	1										
	Continuity of Governance											
	Currently members of the Board of Directors or, Emerging member of the Board of Directors			✓			✓	✓	✓	✓	✓	

