

CECIL T. SMITH – RESUME

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EXECUTIVE PROFILE

Senior public sector leader with over 30 years of experience in housing program administration, financial governance, and operational transformation. Currently responsible for regional delivery within Nova Scotia's \$73.9M housing system, overseeing an annual regional operating envelope of \$9.6M and a loan portfolio exceeding \$50M. Proven record of strengthening accountability frameworks, modernizing service delivery models, and aligning regional operations with province-wide strategic priorities. Chartered Professional Accountant recognized for sound judgment, fiscal stewardship, and the ability to lead complex change initiatives in politically sensitive environments. Experienced in providing executive continuity and province-wide leadership during acting Director assignments.

CORE LEADERSHIP STRENGTHS

- Province-wide Program Integration
- Strategic Planning & Operational Alignment
- Financial Governance & Portfolio Oversight
- Service Modernization & Change Leadership
- Performance & Accountability Frameworks
- Cross-Regional Service Consistency
- Risk Management & Legislative Compliance
- Stakeholder & Political Acuity

PROFESSIONAL EXPERIENCE

Program Manager – Housing Services Division

Province of Nova Scotia (Various Departments due to restructuring, 2022–Present)

Department of Growth and Development (Current)

Acting Director, Housing Services (Three one-week assignments)

- Assumed province-wide leadership responsibilities across four regional offices during Director absences, maintaining governance oversight, issue management, and executive continuity.

Strategic & Operational Leadership

- Provide strategic and operational leadership for the Eastern Region within Nova Scotia's provincial housing system, delivering grant and loan programs to low- and moderate-income households.
- Lead a team of 12 staff, establishing performance objectives, managing complex HR matters, and fostering a culture of accountability and inclusion.
- Direct delivery of housing programs to an average of 710 households annually, balancing equitable access, fiscal accountability, and service consistency.
- Align regional execution within a broader \$73.9M provincial housing framework, contributing to integrated service delivery and consistent provincial standards.

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- Oversee an average annual regional housing budget of \$9,588,608, ensuring fiscal stewardship, legislative compliance, and alignment with departmental priorities.
- Manage and monitor a housing loan portfolio valued at approximately \$50,002,909, overseeing credit risk assessment, loan security instruments, and portfolio integrity.

Governance & Advisory

- Lead regional audit readiness and response activities (approximately two annual audits), strengthening internal controls, documentation integrity, and corrective action implementation.
- Provide senior advisory input on complex or politically sensitive housing matters, contributing to briefing materials, issue management responses, and cross-departmental coordination.
- Ensure consistent interpretation and application of legislation, policy, and program standards across complex or high-risk files.
- Contribute to province-wide performance and governance planning associated with the transition to a centralized intake and waitlist model, advancing equitable service delivery and standardized provincial oversight.

Modernization & System Transformation

- Led redesign of targeted program administration processes, transforming a resource-intensive synchronous workflow into an asynchronous model requiring fewer staff and eliminating manual system intervention, significantly improving operational efficiency.
- Key contributor to the Housing Repair and Accessibility Program (HRAP) Modernization Project, consolidating ten programs into four and implementing process improvements to enhance clarity, efficiency, and client experience.
- Active contributor to the provincial redesign of the housing intake model, transitioning from a regional intake framework to a centralized provincial model to promote equitable service delivery and balanced workload distribution.
- Subject matter expert in Integrated Case Management (ICM); participated in SAP interoperability testing and integration initiatives to enhance financial reporting accuracy and operational transparency.

Senior Caseworker / Supervisor – Housing Services

Province of Nova Scotia (2011–2022)

- Supervised housing program delivery staff responsible for administration of provincial grant and loan programs, providing oversight of eligibility determinations, loan security instruments (mortgages and promissory notes), and complex case management.
- Ensured consistent interpretation and application of legislation, regulations, and departmental policy across high-risk or sensitive files, strengthening regional compliance and risk control practices.

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Director – Petroleum Applications of Wireless Systems (PAWS)

Cape Breton University (2005–2010)

- Provided operational and financial leadership for a \$7.8M R&D initiative, managing total project activity of approximately \$10M.
- Led multidisciplinary teams and managed global service delivery to a Fortune 500 client.
- Directed strategic planning, research commercialization, and multi-partner collaboration initiatives.

EDUCATION & CREDENTIALS

- Chartered Professional Accountant (CPA)
- Master of Education (Technology in Organizational Environments)
- Bachelor of Business Administration
- Business Technology Co-op Accounting Diploma

SELECTED LEADERSHIP DEVELOPMENT

Change Management | Financial Management & SAP | Leadership Foundations | Managing Teams Through Transition | Diversity & Inclusion for Leaders | Occupational Health & Safety for Managers | Mental Health First Aid