



# 2021 BOARD NOMINATIONS PACKAGE





# 2021 Nominations Committee Report



On June 11, 2021 the Skate Ontario Call for Nominations to the Board of Directors was released through an email campaign and subsequently posted on the Skate Ontario website.

The Skate Ontario By-laws indicate that the following positions are available for election at the 2021 Annual General Meeting: President and four Directors at Large each to be elected for a two-year term.

In these uncertain times, we gratefully acknowledge the stability of the leadership at Skate Ontario, as the Board and management effectively address the challenges of COVID-19. We are, therefore, very pleased to report that Brent Brandham, Maggie Head, Kajan Nandakumar and Mary-Rose Weir will complete their present terms. We would like to extend sincere appreciation to Sheilagh McCaskill, for her two terms served as Director; and, to Karen Butcher for her two terms served as President.

In accordance with our mandate to ensure that a full complement of qualified individuals be available for election to the Board, the Nominations Committee presented a recommended list of candidates in the Call for Nominations; as well, additional individuals were invited to submit applications to be assessed against the same set of published eligibility criteria and competencies as those proposed candidates.

In response to the Call for Nominations, no additional applications were received by the closing date of July 9, 2021. As a result, the following candidates will be elected by acclamation, each for a two-year term, at the Skate Ontario Annual General Meeting to be held on September 25, 2021:

President	Andrea Derby
Directors at Large	Sharon Bollenbach
	Lenny Faustino
	Rachel Islam
	Alison Sims

As a way of introduction, the candidates' applications appear in this report.

On behalf of the Nominations Committee, I would like to thank each of the candidates for their interest in Skate Ontario and their commitment to the Skate Ontario Board of Directors. I would also like to sincerely thank the members of the Nominations Committee for their valued contributions.

Respectfully submitted,



Janet Balkwill, Chair

Gloria Brighten  
Cheryl Hollows  
Paul Mallet  
Lisa Alexander (ex-officio member)  
Mary-Rose Weir (ex-officio member)



# Andrea Derby

## President



### Relevant Education, Career and Volunteer Experience

I began skating at the age of four with the Oshawa Skating Club. I was fortunate to be able to enjoy this sport as both a test skater and a competitive skater. In addition to obtaining my Gold Tests in Free Skate, Dance and Pairs, I also competed at five National Championships in the Novice through Senior Pairs events (1976-1982). Upon retiring from competitive skating, I started my training to become a judge. Currently, I have been volunteering as an official for 38 years. Although I am an ISU Championship Judge, International Referee and ISU Technical Controller, I continue to officiate across Ontario at the grass roots and recreational levels.

After graduating from Carleton University with a Bachelor of Arts degree I began work with the Ontario provincial government as a front line Case Worker for the Department of Social Services, first in Oshawa and then in Windsor. Managing a caseload of over 200 clients, I was responsible for completing applications for assistance, determining eligibility, identifying client needs/making referrals, and ensuring that all legislative requirements were met. After almost a decade in this profession I became a “stay at home mom” and supported my husband and children as we moved around the world as expatriates for his job. While living overseas, I completed my Master’s degree in Sport Management from Southern New Hampshire University. This program gave me a broad based understanding of the sport industry, including Marketing, Public relations, Human Resources and Risk Management.

My volunteer work in this sport began with officiating but it did not end there. At the section level, my volunteer experience has included Athlete Representative on the EOS Section Board, Technical Representative for numerous competitions in Western Ontario, Clinic Leader, WOS Officials’ Committee member, monitor for the WOS Centre of Excellence and Director on the Skate Ontario Board. At the National level, I was previously a member of the Skate Canada Program Development Committee and am currently the Chair of the Skate Canada High Performance Development Committee. I am also on the Skate Canada Officials Assignment and Promotion Committee and participate on the Technical Coordinating Committee as an advisor.

While living in Asia I had the wonderful opportunity to work in various capacities with the Singapore Ice Skating Association (SISA). I was a member of their Executive Committee from 2002-2008, Director of Training and Development from 2004-2008, and Competition Director (National Championships) 2006-2008. During this timeframe, SISA was in its developmental stages. We began the process to have the first Olympic sized rink built, meeting with many corporate investors and government leaders in the country. I was also a part of the team that created the policies, programs and initiatives that lead to Singapore receiving ISU membership and National Sport Association status.

## Experience Relevant to the areas of interest

As a Judge, Referee, Technical Controller, Technical Specialist and Technical Representative for Skate Canada I have had the opportunity to officiate at events from the local level through to the Olympics. In these roles, I am required to have a very high level of technical knowledge of this sport. I am also required to work effectively and efficiently in a high stress environment, making critical decisions in a timely manner. I believe this broad base of technical knowledge and decision-making ability will be an asset in the role of Skate Ontario President. For the past six years I have been on the Skate Canada High Performance Development Committee, two years as a committee member and now as Chair. Some of our key duties include; supporting strategic program initiatives that propel athletes from the developmental stages to World/Olympics podium; developing and approving policies/procedures related to HPDC and liaising with other operational committees to ensure sport rules and regulations are consistent with development objectives and strategies.

The world of High Performance is fast paced and dynamic. Our committee must be agile, flexible and adaptive. We must demonstrate good decision making under time pressure. My work on this committee has demonstrated my situation analysis skills, my ability to work on a team, and my ability to act as a team leader. Over the past 10 years, my role as a monitor, working one on one with skaters and their coaches, has increased dramatically. I spend countless hours at the rink each season giving feedback to skaters and coaches at all levels. I have had the privilege of working with skaters involved with the WOS Centre of Excellence, BC High Performance Camp, Skate Saskatchewan, Skate Alberta and the Skate Canada High Performance Camp. During these sessions, I work in a collaborative way with both the coach and athlete. It is an opportunity to hear, in a very direct way, the issues that are affecting our skaters, coaches and clubs. The information I take away from my monitoring sessions is critical to my understanding of the entire organization. Although part of my job as a monitor is to motivate and inspire the skaters I believe they do this for me. Their dedication, commitment and love of the sport inspire me to work towards excellence in all of my varied roles in Skate Canada.

## Areas of interest within Skate Ontario Board of Directors

I feel I have the required skills and competencies to act successfully in the role of President. As we emerge from a global pandemic, the Board will face many challenges moving forward to further strengthen a strong and resilient organization. Although the opportunities for Skate Ontario are substantial, it will take a dedicated and competent team, working together, to reach these goals. My interests and strengths lie within the general competencies of a Director. Over the past 38 years I have demonstrated my abilities as a leader and motivator. I have solid technical knowledge of figure skating both domestically and internationally. As an effective team player, I will strive to improve policies, procedures and delivery of programs throughout the province. My critical thinking and strong decision making skills will help give focus to Skate Ontario's vision, mission and goals moving forward. My previous experience has proven my ability to work well and positively with all stakeholders, which is critical for the position of President.

These times are unique. As we emerge from the pandemic the skating community will be energized, enthusiastic and anxious to move forward. It is our time to be ready, inspired and take advantage of this opportunity.



# Sharon Bollenbach

## Director



### PROFILE SUMMARY

- Successful senior leader in sport with demonstrated strengths in the development and implementation of strategic and operational plans
- Strong ability to build relationships and foster partnerships
- Accomplished government relations strategist
- Comprehensive experience working with international, national and provincial organizations
- Financial proficiency in budget building and revenue generation
- Proven ability to lead and support teams of staff and volunteers
- Experienced in not-for-profit governance

### EXPERIENCE

<b>Chief Executive Officer</b> <b>Special Olympics Canada (SOC)</b>	<b>2013 - Present</b>
<ul style="list-style-type: none"><li>• Drive SOC's mission to enrich the lives of Canadians with an intellectual disability through active participation in sport. Serve over 49,500 athletes and 23,000 volunteers in Canada.</li><li>• Overall responsibility for all aspects of the organization's operations including sport programs and competitions, fundraising/sponsorships, marketing, communications, finance, government relations, risk management, policy development and human resources.</li><li>• Within a federated model, work collaboratively with twelve provincial/territorial chapters to set and execute on strategic direction to expand and improve Pan-Canadian programs and initiatives that support SOC's mission.</li><li>• Lead a team of 25 employees on the execution of a multi-faceted business plan.</li><li>• Member of the SOC Board of Directors.</li></ul>	
<b>Sr. Vice President, Sport &amp; Strategic Initiatives</b> <b>Special Olympics Canada (SOC)</b>	<b>2007 to 2013</b>
<b>General Manager</b> <b>FIFA U-20 World Cup, Toronto Site Organizing Committee</b>	<b>2006 to 2007</b>
<b>Senior Manager, Events &amp; Community Relations</b> <b>Canadian Olympic Committee (COC)</b>	<b>2004 to 2006</b>
<b>Manager, Fundraising Events</b> <b>Multiple Sclerosis Society of Canada, Ontario Division</b>	<b>2001 to 2004</b>

**Event Manager** **1993 to 2001**  
 Skate Canada

**Provincial Summer Games Co-ordinator** **1992 to 1993**  
 Alberta Special Olympics

**Regional Technical Director** **1988 to 1991**  
 Manitoba Special Olympics

## EDUCATION

**Corporate Champions Program** **2019**  
 Great Traits, Toronto, Ontario

**Risk Management Workshop (Parts 1 & 2)** **2016**  
 Canadian Centre for Ethics in Sport, Ottawa, Ontario

**Community Shift, Leadership Development Program** **2014**  
 Richard Ivey School of Business, Western University, London, Ontario

**Executive Program in Leading Sustainable Strategic Change** **2014**  
 Schulich School of Business, York University, Toronto, Ontario

**Bachelor of Recreation Studies** **1988**  
 University of Manitoba, Winnipeg, Manitoba

## ADDITIONAL INFORMATION

**Director, Special Olympics International Board** **Current**  
 Member, International Advisory Committee  
 Member, Audit & Risk Committee

**Director, Skate Ontario Board** **Current**  
 Member, Governance Committee

**Member, Special Olympics North America (SONA) Leadership Council** **Current**

**Chair, Movement Leadership Working Group,** **2014-2015**  
 Special Olympics Global Strategic Plan

**Recipient, Queen Elizabeth II Diamond Jubilee Medal** **2012**



# Lenny Faustino

## Director



### Lenny Faustino – Application for Director – Skate Ontario Education, Career and Volunteer Experience

#### EDUCATION

- Georgian College: Business Marketing with Honours in Marketing Diploma
- York University: Bachelor of Commerce with Honours in Marketing
- Certified Financial Planner Designation
- Chartered Life Underwriter Designation

I completed my Diploma in Business and Marketing as well as the majority of my Bachelor of Commerce degree while still competing in the sport of figure skating. I then went on to complete two financial planning designations, the Chartered Life Underwriter (CLU) and Certified Financial Planner (CFP) to support my current career as a Financial Planner.

#### CAREER EXPERIENCE

Following the completion of my skating career and my educational pursuits, my most recent positions include:

##### **FTD Inc: Technology Sales Representative**

This role enabled me to combine my communications skills to bridge a gap between the very technical and the very artistic.

##### **Genadyne: Medical Device Representative**

Experience dealing with the medical field at the Hospital, Homecare and Nursing home levels.

##### **IG Wealth Management: Senior Consultant - Certified Financial Planner**

**Current, since 2014**

This role enables me, much like my sports career, to participate in goal setting, strategy determination and plan implementation to achieve personal goals. It is for this career that I added the CFP and CLU designations through ongoing education.

## VOLUNTEER EXPERIENCE

**Board member, current Treasurer and chair of the finance committee for Skate Ontario**

**Judge of Figure Skating (singles and pairs) in the Central Ontario Region**

**Technical Specialist – Pairs. Skate Canada**

I was the first technical specialist certified for the national championships in the discipline of Pairs in Canada.

**Powerskating**

I currently offer my expertise as a skating coach for teams in the Etobicoke Dolphins, the Toronto Eagles and the Vaughan Rangers hockey clubs. I have worked with the Warren Park Eagles and the Toronto Nationals in the past as well.

**Committee Member – Skate Canada**

I sat on the Alumni and Fund Raising sub-committees for Skate Canada during the years 2014-2016.

## Experience and Competencies Relevant to Skate Ontario Board of Directors

I believe that I possess a number of competencies and experience in a number of relevant areas, including areas of:

**Governance:** Having participated in a number of committees for Skate Canada, I have had the opportunity to gain some knowledge and insight into the processes, concerns and challenges currently facing the sport of figure skating, particularly in the areas of fundraising and alumni areas. On my time on the committee, one area I found particularly interesting was the utilization of a consulting group to seek funding opportunities and partners. On the alumni committee, it was particularly fulfilling to reconnect with past athletes that had lost a connection to the sport.

**Administration:** As a certified financial planner, I am constantly considering budgets and spending plans with an eye towards changing behaviours where necessary.

**Marketing and Communication:** The area of marketing is fairly broad, but between my education and my work experience, I have been involved in most aspects of what would be considered marketing. My 13 year career in sales has been built on my knowledge from my marketing diploma and degrees. I have had the opportunity to utilize the knowledge I'd gained for public relations, strategic planning for clients and my practice, social selling, brand development and strategic partnership development to help build my businesses.

**Strategic:** Having been a part of the management team for the Celebration on Ice figure skating tour, I gained experience in the process of developing and implementing sponsorship packages for the benefit of the tour.

**Experience Relating specifically to Skate Canada/Skate Ontario:** During my skating career, I had the privilege of representing Canada over 20 times in pairs, including 4 Junior World Championship, 2 World Championship and at the 2002 Olympic Winter Games. I was also able to win the Canadian pairs titles at the Novice, Junior and Senior levels. I was also a judge in the Central Ontario Region and the Technical Specialist for pairs on the panel in 2006 at the Canadian Figure Skating Championships, the first time the system of judging was implemented.

## Specific Areas of Interest within the Skate Ontario Board of Directors

Lastly, I would certainly lend my attention and efforts to whatever role requires attention, but my I am very much interested in the financial integrity and accountability of Skate Ontario, the path forward for the success of the sport, and the creation of a positive experience for all stakeholders. I believe my experience as an athlete, as an official and as a parent of two children in competitive sport can contribute positively to the success of the board.

Thank you for your consideration.





# Rachel Islam

## Director



### Education, Career and Volunteer Experience

In 2014, I graduated Magna Cum Laude in Political Science with a Pre-Law Concentration and a Minor in Dance from Middle Tennessee State University while on a full Division I athletic scholarship for track and cross country running. I graduated from Western Law School in 2018 and completed the lawyer licensing process in June 2019. I have been practicing with Gardiner Roberts LLP's Business Law Group and Financial Services Group since September 2019, with a focus on general corporate and commercial matters, including asset and share dispositions and acquisitions, secured lending transactions and corporate governance.

While I was a varsity student-athlete at Middle Tennessee State University, I served in an athlete leadership role on the Student Athlete Advisory Committee ("SAAC") on behalf of the cross country and track and field teams. In voting on proposed NCAA legislation, reviewing and evaluating rules and recommending prospective policies, the seed was planted for my commitment to remaining engaged in the policy side of sport.

During my time as a law student, I was the Program Manager at the Sport Solution Clinic, where I represented Canada's Olympic and National Team athletes with sport-related legal issues such as team selection and government funding disputes. I supported athletes through drafting appeal submissions as part of the dispute resolution process, and I assisted both athletes and National Sport Organizations by reviewing and critiquing standard athlete contracts in order to draft a model agreement of best practices. Moreover, I restructured the Sport Solution Clinic to operate more efficiently and effectively, resulting in a more fulfilled legal team and a positive rapport with stakeholders in the Canadian sport community. I learned that fostering internal and external stakeholder relationships can ensure a prosperous future and inclusive environment for sport organizations. It was during my time as Program Manager that I realized the extent of my appetite for sport governance.

As a corporate commercial lawyer at Gardiner Roberts LLP, I understand the importance of clearly defined governance regimes and maintaining stakeholder relationships to produce effective strategic plans and achieve smooth business operations. I have enhanced my proficiencies in communication, problem-solving and interpersonal skills through assisting clients with relevant matters such as legal compliance and sound policy development and administration in the context of commercial transactions and general corporate counselling. During the past year acting as a Director on the Skate Ontario Board of Directors (the "Board"), I have come to learn that these competencies are beneficial to the good governance, administration, strategic planning and ultimate success of Skate Ontario.

My volunteer experience on the Board is further described in the next section.

Further volunteer experiences of note are as follows:

- Co-Captain of the Western Law Games Team
- Peer Support Volunteer at Western Law
- Student Ambassador for prospective Western Law students
- Crisis Support Line volunteer for the London Sexual Assault Centre
- Summer Legislative Intern to a U.S. House Representative on Capitol Hill in Washington, DC (summer 2013)
- Alzheimer Society of Simcoe County volunteer
- Barrie Skating Club's Octoberfest Competition volunteer

## **Experience/competencies relevant to the Skate Ontario Board of Directors**

Most, if not all, of my experiences and resulting competencies set out in section 1, above, are relevant to the Board. My experiences to-date have allowed me to become adept in general competencies such as team work (often taking on a leadership role), communication, conflict-resolution, problem-solving, critical thinking and decision making. My additional strengths which are relevant to the Board are in respect of governance, legal administration and strategic planning. Further, I strongly believe that my background in the sport of figure skating from varying perspectives – competitive figure skater, entry level judge, competition volunteer, daughter of a coach and of a judge/technical controller, sister of an ice dance Olympian now turned coach – evidence my grasp of the landscape.

As a member of the Board's Governance Committee during my current term, I have been able to hone my skills in reviewing, updating and drafting policies. In particular, we reviewed and updated Skate Ontario's general dispute resolution policy and procedure documents to better align with Skate Canada's documents and to comply with the Ontario government's sport recognition policy. Further, we reviewed and updated Skate Ontario's confidentiality policy, conflict of interest policy, privacy policy and code of conduct. This required great attention to detail, critical thinking and productive discussions with the Governance Committee. We also reviewed and commented on the new concussion policy and protocols pursuant to Rowan's Law, and I would be pleased to remain on the Board and Governance Committee to build upon what has been produced thus far.

My ability to consider all matters before the Board and Governance Committee through a legal lens has been quite advantageous. The impact of the Covid-19 pandemic on Skating in Ontario and Skate Ontario's programs has triggered my sense of good governance, risk assessment and risk management, especially when reviewing Skate Ontario's operations plans and financial statements put before the Board, and in considering Ministry updates with respect to the pandemic.

While the difficulties of the pandemic have taken their toll on everyone, I was tremendously impressed at the ability of Skate Ontario to constantly "pivot" and remain positive during some dark months over the past year. Despite my above-noted experiences and skills, the pandemic has added a layer to the learning curve I experienced as a new Board member, and I feel as though I have only just begun to settle in. As such, I hope to continue to serve as the skating community returns to the ice.

## **Specific areas of interest within the Skate Ontario Board of Directors**

My interests within the Board are in connection with governance, legal administration, strategic planning and relationships with stakeholders. My experiences and interests allow me to understand such matters in a legal and practical context. I look forward to the opportunity to continue serving as a Director on the Board as well as on the Governance Committee where my competencies are beneficial.



# Alison Sims

## Director



### Education, Career, and Volunteer Experience

I am very pleased to submit my application for consideration to the Skate Ontario Nomination Committee. I have been very proud to serve on the Kitchener Waterloo Skating Club (KWSC) Board since the fall of 2013 and will be retiring for the final time in June 2021. I have been a club member since the 1999 and as a child I was enrolled in the Learn-to-Skate program in the 1970s. My children have been enrolled in various programs ranging from Learn-to-Skate to competitive singles and dance, and as a family we have been active club volunteers. From a parental perspective, I have insight in the range of athletes served and a vast knowledge of the other services available to children and youth.

Although I started volunteering at KWSC prior to 2010, I became more active in 2010 as the KWSC Representative to the Grand River Skating Council and Fundraising Lead for the KWSC Ice Show. I have been honoured to receive recognition for my service. I have received the KWSC Volunteer of the Year Award in 2012, Kitchener Sports Association Volunteer Recognition Award in 2014/ 2018 and the KWSC Jack Coker Award in 2017. In each of my volunteer roles I have valued contributing both as a leader and supportive team member.

One of my proudest volunteer experiences was chairing the KWSC 75th Anniversary Ice Show. I was able to secure grants from both our cities and the support of local businesses in excess of \$40,000. The skaters shared the ice with our 2014 Olympians Kaitlyn Weaver and Andrew Poje, and Kirsten Moore-Towers and Dylan Moscovitch. The KWSC community along with the wider community supported the celebration with a sold-out venue.

I have listed my education and volunteer experience below. As you will note, I have used my skills in finance, fundraising, volunteer recruitment, and leadership to benefit the organizations in which I have become involved. I hold a Specialist in Labour Management Relations from the University of Toronto. I worked in professional recruitment, sales, administration, and management prior to focusing on my role as a parent. Volunteer work has enriched my life and allowed me to give back to my community, while raising five children.

- KWSC: Ice Show – Co-Chair 2016, Chair 2014, Co-Chair 2012, Fundraising Lead 2010;
- Volunteer Recruitment and Scheduling, Welcome Tables Co-ordination 2012-2018,
- Freeskate Festival Data Specialist and Registrar 2014-present.
- Grand River Skating Council: Past Chair 2013 – 2017, Skater Development Chair 2013-2017, Chair 2012-2013, Vice Chair 2011-12, KWSC Rep 2010-2011;
- Competition Chair for Summer Sizzle 2011- 2017, Starskate Championship 2012, Special Olympics Co-Chair 2012, Competition Registrar, Security Lead, Catering
- Skate Canada: Data Specialist Official 2014-present

- KidsAbility Foundation: Board Member 2002-2007; Kids Can't Wait Campaign Chair 2004-2006, Sugar Plum Tea Committee Member 2016
- K-W Bilingual School: Board Member 1999-2004; "Hot" Lunch Mom 2000-2016
- Waterloo Co-operative Preschool: 1998-2001 Board member held positions as President, Treasurer, Fundraising

## **Relevant Experience to the Skate Ontario Board of Directors**

I have been a member of KWSC Board since the Fall of 2013. I have served as a director-at-large (2013-14, 2018-present), V-P Operations (2014-16), President (2016- 2018). Each role has presented both interesting and varied challenges. I have embraced the challenges and sought to improve my understanding in all cases. I have found meaningful mentorship from Capacity Canada. I first attended the Board Governance Bootcamp 2015-16 and followed by numerous workshops and lectures since that date including Leadership Development with Phil Cady, Non-Profit Diversity Workshop with Lionel Laroche, PHD, Evaluation Bootcamp, and Scenario Planning. I never pass up an opportunity to consult and collaborate as necessary to improve the governance structure of our organizations. I think it is so very important to engage all board members and stakeholders to serve our community to the best of our ability.

In addition to my local board governance training received from Capacity Canada, I have also have actively pursued both knowledge and experience at the national and section levels of Skate Canada. I have pursued this through my role on the Grand River Skating Canada from 2010-2017, attendance at Section provided workshops geared to club management, competition, and skater development, and the Skate Canada Annual Conference including workshops in strategic plan development, LTAD, Skate Canada program and competition updates, and conflict management. I have been happy to donate my time for the good of skating and the ability to gather information on best practices throughout the province and the country.

In reviewing the competency matrix, I would confidently say I satisfy the following priority competency club experience and member relations. As an active volunteer at the local and regional levels for over 10 years, I have gained valuable insight into the operations of numerous clubs of varied size and management structures. I have superior skills and experience in governance including board experience, committee experience, member relations experience; strategic including partnership development, fundraising and partnership; administrative including financial literacy and human resource management; marketing including experience developing partnerships with external relations; sport/club experience including experience at the club, provincial, and national levels, and technical experience in my capacity as a Skate Canada Official as a Data Specialist; and in the area of general competencies I have and look to continually improve my skills in leadership, motivation, communication, teamwork and interpersonal dynamics, critical thinking and decision making. I would like to continue to offer my individual skills, organizational knowledge, and experience for the benefit of Sport in Ontario by serving on the Skate Ontario Board of Directors.

## **Specific Areas of Interest within the Skate Ontario Board of Directors**

I have always been particularly interested in the challenges faced by community sports organizations as they relate to the needs of their community and their place within the wider national and provincial associations. More specifically, I am interested in developing and strengthening strategies for recovery and growth as the world emerges from the COVID-19 pandemic. As many of our clubs re-open programs following more than a year of restrictions and closures, they will need the guidance and support of the Provincial Sports Organization to rebuild memberships, organizational knowledge and financial health.