



2025 Board Nominations Package



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Nominating Committee Report



On July 8, 2025, the Skate Ontario Call for Nominations to the Board of Directors was released through an email campaign to our members.

The Skate Ontario By-laws indicate that five (5) Directors at Large positions, each elected for a two-year term are available for election at the 2025 Annual General Meeting. In addition, as one Director will not be completing their current term, there is also one (1) Director at Large position available for a one-year term.

As Skate Ontario has actively embraced the Strategic Plan for 2023-2027, we gratefully acknowledge the stability of the leadership at Skate Ontario and the partnership with the Board of Directors we enjoy. We are very pleased to report that Maggie Head, Margie Lambert and Amanda Manti will complete their present terms as Director and that Lenny Faustino, Rachel Islam and Alison Sims have indicated their intention to seek re-election as Director, each for a two-year term.

We extend sincere appreciation to Andrea Derby for her two terms served as Board Chair and to Directors Sharon Bollenbach (four terms served) and Matt MacMurdo (one and a half terms served) as they depart the Board.

In accordance with our mandate to ensure that a full complement of qualified individuals will be available for election to the Board, the Nominating 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 criteria and competencies as those proposed candidates. We thank those who submitted additional applications for our consideration.

As a result of our review, the following candidates will be elected by acclamation as Director at Large at the Skate Ontario Annual General Meeting to be held on September 20, 2025.

Each for a two-year term:

Lenny Faustino
Rachel Islam
Clark Merchant
Alison Sims
Claudia Stanic

For a one-year term:

Jordan Derochie

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

On behalf of the Nominating Committee, I would like to thank each of the candidates for their continued interest in the Skate Ontario Board of Directors. I would also like to thank the members of the Nominating Committee for their valued contributions – Sharon Bollenbach, Brent Brandham and Andrea Derby.

Respectfully submitted, Mary-Rose Weir, Chair



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**Lenny
Faustino**
Director

EDUCATION

Rotman School of Management, University of Toronto, MBA, 2016, Toronto, ON
Queen's University, Bachelor of Arts (Honours), 2005, Kingston, ON

EMPLOYMENT EXPERIENCE

ROYAL BANK OF CANADA, Toronto, ON

Community Manager, 2022- Present

- Achieved \$61MM in sales volume (127% increase yoy) in the first seven months of FY2024 while managing a \$1.5Bn book (\$1Bn in mortgages and \$350MM in investments)
- For the first 7 months of the year the mortgage book has grown 3% yoy and the investment book 11% yoy despite a volatile economy and amidst uncertainty
- Leader and coach of a team of 2 leaders, 8 sales advisors and 7 service advisors experiencing 76% turnover on the entire team and with over 50% new to the organization
- Success achieved by focusing on the why and how to deliver enriching client experiences that includes advice and solutions on both sides of the balance sheet
- Nurture and grow relationships with internal and external partners, entrenching RBC's community presence

ROYAL BANK OF CANADA, Toronto, ON

Senior Commercial Account Manager, Business Professional Services, 2020-2022

- Trusted relationship manager and strategist for commercial clients (revenues between \$1MM - \$100MM), providing advice and solutions for deposits, lending and business direction
- Managed a book of diverse clients (Mutual Fund Managers, Accounting Firms, Media Agencies, and Cleaning Services Companies) that resulted in \$3MM+ revenue for RBC
- Acquired new clients through professional referrals and business development
- Value creator for clients by providing beyond banking advice and innovative solutions
- Financial acumen, an understanding of risk, collaboration with internal colleagues and external network, and ability to communicate often complex situations are integral to success in this role

SKATE CANADA VOLUNTEER EXPERIENCE

Committee Member - Skate Canada

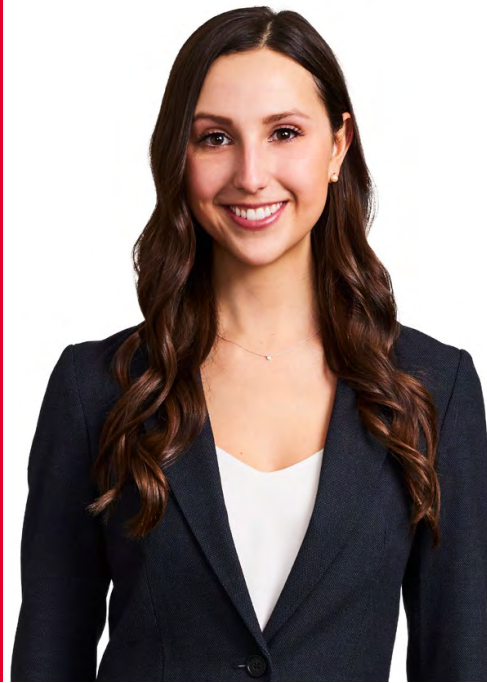
- Active member on the Finance, Enterprise and Risk Management committee (FERM) for the 2024-2025 year and will continue on for the 2025-2026 year.
- Sat on the Alumni and Fundraising sub-committees for Skate Canada during the years 2014-2016.



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**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, corporate finance, 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. As I have served 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.

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

Further volunteer experiences of note are as follows:

- At Western Law: Co-Captain of the Western Law Games Team; Peer Support Volunteer; 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 Oktoberfest Competition volunteer

EXPERIENCE/COMPETENCIES RELEVANT TO THE SKATE ONTARIO BOARD OF DIRECTORS

Most, if not all, of my experiences and resulting competencies 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. My ability to consider all matters through a legal lens has been quite advantageous. 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.

During my current term, I have served once again as Chair of the Board's Governance Committee. In this role, I assist Skate Ontario with reviewing, updating and drafting policies in accordance with our policy tracker and policy management policy. In addition, the Governance Committee has assisted with and provided input on Skate Ontario's risk management project, which is used to manage risks posed to organization, and aided with our review and update of the volunteer screening policy this past year. I would be pleased to remain on the Board, and as Chair of the Governance Committee, to continue the important work we have completed and continue to build upon.

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 as Chair, where my competencies are beneficial.



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**Clark
Merchant**
Director

EDUCATION, EXPERIENCE, AND VOLUNTEER EXPERIENCE

Experience

My strengths are understanding market needs and conceptualizing and developing high quality products with a quick time-to-market. I provide management experience in both business and marketing development, as well as engineering management in designing, developing and releasing complex software and hardware platforms, with a focus on Machine Learning and AI model development for the pharmaceutical industry. An accomplished public speaker, I have given talks at conferences and large corporations worldwide. My high level experience is in Data Analytics, Biopharmaceutical Instrumentation, Machine Learning, AI, Product/Project Management, Engineering R&D, Software and Hardware Design for Regulated Environments.

Some of my past career experience includes:

Chief Technology Officer / Founding Director Lumetics Inc.	2012-Present
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Product Line Manager / Senior Optical Scientist ProteinSimple Inc. (formerly Brightwell Technologies)	2008-2012
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Product Line Manager / Senior Optical Scientist JDS Uniphase Inc.	1999-2003
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Education

University of Toronto Ph.D., Electrical and Computer Engineering	2004 – 2008
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Carleton University M.A.Sc, Electrical Engineering	2000 – 2004
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Dalhousie University B.Eng, Electrical Engineering	1996 – 1999
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Dalhousie University B.Sc., Computer Science	1993 - 1996
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Volunteer Experience

I have been involved in all aspects of governance and operations of the Glen Cairn Skating Club for many years. I was a member of the board from 2018-2023, holding the position of Vice President from 2020-2023. On the operations side, I have held the position of Ice Manager since 2018, and have helped as the CanPowerSkate Registrar for the past few years. I also have assisted in numerous test days, holiday showcases, and performance ice sessions as music player and announcer for the club. I have also been involved closely with all of our club's STAR 1-4 competitions since 2018, and have been the LOC chair since 2019, working closely with the Skate Ontario team to provide a fun, successful and positive competition for skaters in the Ottawa region.

EXPERIENCE/COMPETENCIES RELEVANT TO THE SKATE ONTARIO BOARD OF DIRECTORS

Governance: (Provincial/National Sport, Not-for Profit Organizations)

From a club not-for-profit organization level, I have experience with the governance items listed below.

- Board experience (5 years, leadership experience)
- Committee experience
- Understanding of association business and issues management
- Member relations experience
- Policy development and management
- Financial Literacy (working alongside our treasurer for budgeting, year-end financials, etc.)

From a corporate background, I have a wide breadth of strategic management experience in developing an enterprise software platform for the pharmaceutical industry (details below in the General and Technical Competencies sections)

General Competencies:

Business Acumen: As a founder of Lumetics Inc., I have experience in running a business and monitoring market needs to develop a successful software product.

Marketing/Communication/Collaboration:

I have strengths/competencies in the below areas at both a corporate level, as well as club level

- Brand development (website design, logo design, marketing collateral)
- Strategic marketing (targeted marketing, conference speakers, webinars)
- Experience developing partnerships with external relations
- Collaboration/Communication (managing external and internal teams, project planning/management, teambuilding)

Leadership/Strategic Thinking:

I have broad leadership and strategic thinking expertise across my various corporate and not-for-profit board experiences

- Strategic Thinking, and Enterprise Risk Assessment has been a key component of founding a software company that develops software for a highly regulated pharmaceutical industry. We work closely with scientists and regulators with pharma as well as the FDA to ensure a safe, carefully audited platform is developed for drug development and manufacturing.
- Leadership: As the CTO of a software company, I have managed development teams ranging from 2-15 developers in an Agile development environment, providing high-level and detailed design requirements, and test plans. I work with all aspects of the company and strive to provide a positive work environment and work with our employees
- Change Management – I have past experience on a management level with organizational change by way of corporate acquisitions with restructuring and rebranding (part of the core team when Brightwell Technologies was acquired by ProteinSimple to merge our products with a larger company product line)

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Technical Competencies

- Talent, Culture and Diversity: As a hiring manager with Lumetics, I have been directly involved in interviewing and hiring developers and marketing staff to work on our team.
- Information Technology and Security: At a high level, I have experience with cloud computing, virtualization, database design, client/server architecture, software development, AI development.

EXPERIENCE RELATING SPECIFICALLY TO SKATE CANADA/SKATE ONTARIO

All of my experience has been at a club level, either as a board member, or the LOC chair for our STAR 1-4 competitions. Like many clubs, our board members are both involved on the governance and policy side, as well as the operational side of running a club.

I have been fortunate through my career to develop skills for the general competencies listed below.

- Leader/motivator
- Effective communicator
- Conflict resolution skills
- Effective teamwork and interpersonal dynamics
- Critical thinking and decision making

SPECIFIC AREAS OF INTEREST WITHIN THE SKATE ONTARIO BOARD OF DIRECTORS

I believe that my background will provide a unique perspective to the board and am willing to apply my breadth of experience in leadership, communication and interpersonal dynamics to wherever I am needed. As my education and career has a focus in high tech, I feel I am particularly well suited to help in any information technology / management topics as required, but I am happy to help out in any areas with the skills that I have acquired throughout my career as well as my board experience at the club level.

References: Janet Dion (current GCSC Club President) president.glencairnsc@gmail.com



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**Alison
Sims**
Director

RELEVANT EDUCATION, CAREER AND VOLUNTEER EXPERIENCE

University of Toronto, Bachelor of Arts - Specialist Labour Management Relations

1989

I am thrilled to stand for re-election to the Skate Ontario Board. Since September 2021, I have served on the Skate Ontario Board. During the first term I participated on the Governance Committee as well as the Strategic Plan Committee. In the 2024-2025 year, I was a member of the Finance Review Committee and the Executive Director Review Committee.

Prior to joining the Skate Ontario board, I was a member of the KWSC board since the fall of 2013 and retired in June 2021. I was 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 programs ranging from Learn to Skate to competitive single and dance, and as a family we have been active club volunteers. From a parental perspective, I have insight in the range of athletes we serve and a vast knowledge of the other services available in Kitchener-Waterloo.

Although I started volunteering at KWSC prior to 2010 by supporting events, competitions and Learn to Skate programs, 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 to KWSC. I have received the KWSC Volunteer of the Year Award in 2012, KSA Volunteer Recognition Award in 2014 and Jack Coker Award in 2017. In each of my volunteer roles I have valued contributing both as a leader and supportive team member. I also received the Helen Powell Award from KWCS to recognize my contributions to the club as a Skate Canada Official (Data Specialist).

I am particularly proud of chairing the KWSC 75th Anniversary Ice Show where I was able to secure grants from both our cities and the support in kind and cash of local businesses in excess of \$40,000 for the benefit of the skaters. 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 volunteer experience below. As you will see, 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 and I worked both 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 our community, while raising my 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

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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

K-W Gyrettes: I have held the positions of Chair, Vice Chair, Board Member. Presently Communications Co-ordinator and Chair.

RELEVANT EXPERIENCE

I was a member of KWSC Board since the Fall of 2013. I have served as a member 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 the mentorship through Capacity Canada to be outstanding, which started for me by attending the Board Governance Bootcamp 2015-16 and followed my numerous workshops and lectures since that date including Leadership Development with Phil Cady, Non-Profit Diversity Workshop with Lionel Laroche, PHD, Evaluation Bootcamp. I never pass up an opportunity to consult and collaborate as necessary to improve the governance structure of our organization. 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 Level of Skate Canada 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, conflict management. I have actively participated at the Section and National Annual General Meetings since 2010 as the KWSC Club Delegate as well as a Proxy and Representative for other area clubs. I have been happy to donate my time for the good of skating and being able to gather information on best practices from throughout the province and the country.

In reviewing the competency matrix as developed by the Governance Committee and assessed by the elections committee. I would confidently say I satisfy the following priority competency Skate Ontario Knowledge and Experience and Policy Development and Management. I have some experience in Public Relations and Media and am interested in improving my skills in this area. In the criteria in the categories that are ear-marked as critical, 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 believe the greatest leaders take their own ego out of the decisions and look at the whole community to work toward the best decisions for the organizations. I would like to continue to offer my individual skills, organizational knowledge and experience for the benefit of Skating.

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**Claudia
Stanic**
Director

RELEVANT EDUCATION, CAREER AND VOLUNTEER EXPERIENCE

I am writing with respect to my interest in serving on the Skate Ontario Board of Directors. I'm confident that you'll find my experience and qualifications an excellent match for the role.

I am passionate about fitness and, in particular, organized athletics. I spent several years in my teens dedicated to training and competing in organized tennis. That passion continues today through my daughter who is involved in several activities but the one she is most excited about is skating through the Georgetown Skating Club. We've been told by instructors that she shows great promise, and I'd like to do my part to support her and Skate Ontario more broadly.

My most recent extended professional experience is with Sandvik AB, a Swedish multinational engineering company specializing in products and services for mining and machining companies. My role was the finance head of the company's Canadian operations, the third largest market for Sandvik internationally with about 800 full time employees out of a global complement of 41,000. I held the highest-ranking financial executive office in the Canadian business and had direct responsibility for operational and financial control and reporting in addition to taxation, internal control, support for facilities projects and lease negotiations, acquisitions, cost allocations and reporting for the country organization. I was globally acknowledged as a high performing transformational leader. Additionally, I served on the Boards of three Canadian Sandvik companies including the Canadian parent.

I am confident that my experience, skills and leadership style will serve me well in this important Board role. It speaks to who I am personally and professionally. Organizations' structures and operating cultures are often complex and nuanced. Understanding how best to navigate, manage and provide support for its varied audiences can often be a non-obvious endeavour, one that relies heavily on the very skills and knowledge I've carefully nurtured over the years: confident, connected and savvy but also grounded by genuine humility, confident I can quickly and meaningfully contribute to the goals and ambitions of Skate Ontario.

EXPERIENCE RELEVANT TO THE SKATE ONTARIO BOARD OF DIRECTORS

I'm a lifelong learner as evidenced by my career succession of formal training and accreditations including BSc, CPA, MBA, ICD.D (accreditation with the Rotman School of Business Institute of Corporate Directors). As you may be aware, the ICD.D designation recognizes the holder to be an expert in corporate governance, but it also sensitizes one to Board of Directors' leadership, constituencies and the various experiences and perspectives they bring. In addition, it also places significant emphasis on strategy development and execution, furthering my skill set learned through the Queen's MBA and in practical experience. While I'm a classically trained accountant and finance professional, my differentiating skill set is connecting with those delivering the organization's raison d'être in ways that demonstrate my genuine engagement in what we do as an organization. That's where I'm told I shine and fulfill the role of trusted and engaged advisor. Ethical, expert, passionate and focused – the closely held values that have always been the hallmarks of my career.

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SKATE ONTARIO BOARD OF DIRECTORS AREAS OF INTEREST

Given my professional training, education and work experience, the areas where I believe I can deliver high value would be as follows:

- Full Board participation given my previous corporate Board experience and formal education in corporate governance;
- Member of the Audit committee;
- Member of the Finance committee;
- Developing organization strategy

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**Jordan
Derochie**
Director

EDUCATION, CAREER AND VOLUNTEER EXPERIENCE

My education and work experiences reflect my commitment to leadership, governance, and strategic advising. I hold a Bachelor of Arts in Political Science from McMaster University, graduating Summa Cum Laude, and am a candidate for a Bachelor of Civil Law and Juris Doctor from McGill University, equipping me with strong analytical, policy, and decision-making skills necessary for board governance. These studies have sharpened my ability to interpret legal frameworks, analyze complex issues, provide strategic advice, and propose practical solutions. I have developed a profound understanding of governance structures, equity, risk management, and strategic planning—skills that are critical to ensuring Skate Ontario remains a leader in sport management and athlete development.

In my professional role as an advisor to a Member of Parliament and Parliamentary Secretary, I have played an integral role in advancing legislative and parliamentary priorities, including the development of bills related to workplace protections, human rights, social services, and international trade agreements. My work requires analyzing legislation, drafting bills and amendments, and contributing to parliamentary debates while navigating competing priorities, building consensus, and collaborating with senior officials. I have been responsible for drafting Cabinet proposals, reviewing legislative frameworks, and preparing members and ministers for committee appearances, drawing on a deep understanding of governance, negotiations, and parliamentary procedures. My experience in legislative analysis, regulatory compliance, and multi stakeholder engagement has strengthened my ability to assess the impact of policies, interpret regulations and bylaws, and ensure alignment with broader strategic objectives while advocating for effective and practical outcomes.

Beyond my work, I serve as Chair of a quasi-judicial appeals tribunal, where I preside over hearings, interpret and apply relevant legislation, and ensure compliance with civil procedures and regulations. This role has reinforced my ability to balance competing interests while making impartial, well-reasoned decisions—an essential skill for board governance. My experience in this capacity demonstrates my ability to handle sensitive matters with professionalism, integrity, and sound judgment, while ensuring procedural fairness and institutional accountability.

Equity, diversity, and inclusion have been at the core of my professional and volunteer activities. As a member of the McGill Faculty of Law's Reconciliation Committee and the Accessibility Advisory Committee in Sault Ste. Marie, I have worked to improve inclusivity and accessibility within institutional settings. These roles required me to engage stakeholders, conduct research, and advance initiatives that foster meaningful change for marginalized communities. My ability to navigate complex social and policy issues, build relationships, and implement change initiatives has allowed me to contribute to lasting structural improvements.

I have also served on a board of a national political party, where I provided governance, policy advice, and organizational management recommendations. I worked closely with senior leadership to review and enhance the organization's strategic direction, conduct performance reviews, and propose initiatives to improve operational efficiency. My contributions required collaboration

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across diverse teams, strong stakeholder engagement, and a commitment to transparent and accountable governance. In every role I have undertaken, I have prioritized results-driven leadership, evidence-based decision-making, and a steadfast commitment to strengthening the institutions I serve.

EXPERIENCE/COMPETENCIES RELEVANT TO THE SKATE ONTARIO BOARD OF DIRECTORS

My commitment to figure skating spans over twenty years, encompassing competitive experience as a singles, pairs, and ice dancer, and now as a Singles Judge, Ice Dance and Singles Technical Controller and Specialist, Star 1–4 Event Assessor, Diamond Dance Evaluator, and Star 6–Gold Assessor. These roles have provided me with technical knowledge and a systemwide understanding of program delivery, athlete development, and official training.

As a Northern Ontarian, I know the structural challenges skaters face in rural and remote communities. This lived experience fuels my commitment to inclusive, strategic governance that reflects the needs of all regions. I've worked directly with dozens of clubs through assessment days, monitoring sessions, and competitions, giving me insight into how Skate Ontario's policies land on the ground—and where targeted improvements could enhance equity, retention, and growth.

This direct engagement with diverse skating communities has informed my leadership approach—one grounded in strategic thinking and equity-driven decision-making. I have advocated for expanded programming, targeted funding initiatives, and regional outreach efforts, particularly for underserved or underrepresented skaters. These efforts reflect my clear understanding of the Board's responsibility to advance talent, culture, and diversity, not as a secondary consideration but as a structural pillar of Skate Ontario's mandate. I believe sustainable change requires more than good intentions; it requires coordinated, collaborative planning across stakeholders. That is why I prioritize change management strategies that are inclusive, athlete-centred, and backed by data-informed insights.

My leadership experiences have equipped me with governance tools essential for Board service: understanding director responsibilities, managing strategic risk, aligning financial decisions with long-term goals, and applying policy consistently. As Chair of a quasi-judicial tribunal and Vice-Chair of a national board, I have exercised decision-making responsibility, led organizational reviews, and facilitated consensus across diverse teams—experience that directly aligns with Skate Ontario's policy governance model.

I bring financial literacy developed through board service and legislative experience. I've reviewed and monitored public and private budgets, aligned resources with programmatic outcomes, and proposed adjustments to improve impact and efficiency. I also understand the importance of financial transparency and accountability in protecting organizational credibility and stakeholder trust.

Professionally, I have led multi-stakeholder policy files that required collaboration across departments, communities, and leadership offices. I've drafted national legislation, built implementation plans, and supported executive leaders with policy interpretation, strategic planning, and regulatory compliance. This work mirrors the complexities of board leadership in sport, where long-term vision must balance legal obligations, operational realities, and member needs.



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In my work, I've championed clear communication, inclusive planning, and athlete-centred leadership. I understand that effective Board service is not about directing operations but stewarding vision, evaluating outcomes, and supporting strong executive partnerships. I bring that perspective, and that respect for structure, to this role.

A strong Board listens. I would advocate for enhanced stakeholder engagement, including officials, grassroots participants, and clubs by hosting continuous town-hall meetings for stakeholders. By fostering open dialogue and evidence-based decision-making, the Board would remain an athlete-focused Board that champions collaboration, leadership, and effective communication.

SPECIFIC AREAS OF INTEREST WITHIN THE SKATE ONTARIO BOARD OF DIRECTORS

I would support governance policies that strengthen accountability, risk management, and strategic oversight. Clear and enforceable bylaws are essential to maintaining Skate Ontario's integrity and to help build governance frameworks that balance institutional priorities with member needs while ensuring compliance and transparency.

In equity, diversity, inclusion, and accessibility (EDIA), I would work to remove barriers to participation at all levels of the sport. True inclusion requires ongoing consultation, data-driven policy improvements, and accountability in implementation. My experience organizing stakeholder consultations and reconciliation efforts has reinforced the importance of ensuring equity policies drive tangible change rather than remain symbolic statements.

Membership structures must foster athlete development while remaining accessible, sustainable, and aligned with Skate Ontario's long-term goals. Ensuring clarity in eligibility, registration, and policy enforcement is key to maintaining a fair and supportive system for athletes, officials, and clubs.

In external relations, I would focus on strengthening partnerships with governments, sponsors, and other figure skating bodies. Skate Ontario must continuously advocate for its athletes and programs, ensuring external engagement translates into funding, visibility, and strategic growth opportunities.