



**SKATE**CANADA  
**SKATE ONTARIO**

# Skate Ontario Board of Directors

# KAREN BUTCHER

President  
Two Year Term



## Relevant Education, Career and Volunteer Experience:

As a former test skater and senior level competitor, I have been involved in figure skating for as long as I can remember, achieving success with multiple gold medals (figures, free skating, dance, senior competitive singles and dance). I first learned to skate in Halifax and continued my test and competitive career in Ottawa, where as a skater I also started amateur coaching and I learned how to judge. I currently reside in the Eastern Ontario Section and I am longstanding member of the Nepean Skating Club. Many years ago, the club honoured me with a Life Membership for my continued support of figure skating. I am also very proud to have been the recipient of the Skate Canada Official of the Year Award in 2002 and the 2015 Ottawa Sports Lifetime Achievement Award – Technical Official.

As an active official, I have participated in local, section, national, international, World and Olympic Championships. I am qualified as an ISU Championship Judge, International Technical Controller, International Referee, and Senior Evaluator and I enjoy using my expertise as an evaluator, judge, referee and technical controller at numerous test days, competitions, monitoring sessions (provincial and national team camps), domestic and ISU seminar moderator (teaching athletes, coaches, officials, parents), and advising club officials. I continue to support officials' education whenever possible through referee and trial judging reports, learning bursts, exam creation/correction, and one-on-one mentoring.

I have volunteered in many different capacities, for example, as Technical Representative for Junior Nationals as well as numerous invitational competitions; as a Team Leader for provincial and national events; and, as a committee chair or committee member for all levels of skating events (World Championships, Skate Canada Internationals, Canadians, Challenge, Sectionals and local competitions).

I graduated from Carleton University with an Honours Bachelor of Arts degree and from the University of New Brunswick with a Master of Business Administration. In my professional life, I am Director General, Training and Learning at the Canada Revenue Agency. My focus is on quality training products ensuring more than 40,000 employees have the required skills to perform their duties. Thinking strategically, our products are aligned with our business goals to ensure we have not only strong technical knowledge but also effective skills in: leadership, change management, conflict resolution, collaboration, decision making and risk management. As a senior executive in a large agency I work in both official languages in an environment that values fairness and has as core values: respect, integrity, cooperation and professionalism. These principles are equally important in my volunteer figure skating work.

# KAREN BUTCHER

President  
Two Year Term

## Experience Relevant to the areas of interest

I have been on the Skate Canada Board of Directors since 2013 and as a former Eastern Ontario Section Board Member I would like to contribute to the significant progress that has been made by creating one section for Ontario. As Chair of Skate Canada's Governance Committee and as a member of other committees I helped Skate Canada's Board of Directors transition and evolve into an engaged policy board, ensuring Skate Canada has a strong professional and volunteer team dedicated to excellence and working towards achieving our strategic goals.

Leading the Governance Committee involved: updating the Skate Canada Governance Charter; developing feedback tools for the board (and the board committees); creating and updating policies; creating a job description for board directors and chairs; creating a competency matrix for the board; and providing guidance to the Nominating Sub-Committee. As part of the CEO Operational Review Committee, I utilized my experience in human resources, providing guidance and oversight to our CEO. As part of the Membership Policy Committee I have been actively involved in ensuring our members have the guidance and tools they need to provide the best possible services to their skaters.

Like Skate Canada and Skate Ontario, the Canada Revenue Agency works with a Board of Management that oversees the Agency, but does not involve itself with day to day operations. My professional experience working with the Agency's board has equipped me to help lead Skate Ontario as it develops its own unique governance model.

I have been a Skate Canada volunteer for over 35 years, starting as a caddy holding up scores for the officials, working as an amateur coach and once my skating career ended, continuing to volunteer as an official and committee/board member. For many years, I was a director on the Eastern Ontario Section Board of Directors, starting as Championship Chair and moving to Skater Development Chair. In addition, I represented Eastern Ontario on various Skate Ontario committees. In addition to my involvement on the Eastern Ontario Section Board of Directors, I have also participated in numerous committees, working groups and strategic planning sessions for Skate Ontario, Skate Canada and for the International Skating Union. I would like to continue to volunteer my expertise in order to help lead Skate Ontario be the best possible organization for skaters at every level.

As an official, it has been rewarding to have the opportunity at local test days, monitoring sessions and competitions in sections across the country and at national and international level competitions to interact with skaters, coaches, parents, officials, and Skate Canada staff and other skating enthusiasts. Staying in touch with everyone involved and interested in skating in Canada continually reminds me of why I volunteer - to help contribute to the excellence of skating no matter what role you play.

# KAREN BUTCHER

President  
Two Year Term

I would very much like to use all of my experience to help Skate Ontario evolve their new governance model to ensure the interests of all Skate Ontario members (athletes, coaches, clubs, officials and parents) are represented. Skate Ontario has a unique opportunity to elect a new board with the desire to take advantage of best practices from Eastern, Central, Northern and Western Ontario and the courage to create a new organization that is lean, modern and focused on the future. I believe my professional career along with my experience as an athlete, volunteer and official have given me a very unique skillset to lead the new Skate Ontario Board to shape the vision for the future and solve challenges that lead to a strong section where skaters thrive.

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

A strong Skate Ontario governance model is the foundation to bring four sections together into one organization where everyone feels valued and treated fairly. I am interested in the role of President as I have been wanting Ontario to realize the benefits unification for decades. Our environment is constantly changing and we need to look at new and different ways to effectively deliver services throughout the province. We must ensure all stakeholders are engaged and informed and take into account their diverse and we must build on the excellent legacy from Eastern, Central, Northern and Western Ontario. Skate Ontario is one of a few sports to be recognized by the Ontario Government and we have been given an opportunity to make sure our foundation, the local clubs (the face of Skate Ontario) are supported to ensure our skaters have the best possible programs, coaches and volunteers to enjoy skating for life.

I have solid technical knowledge of figure skating both domestically and internationally, professionally I possess significant human resources, education and organizational skills. In addition to my technical expertise, I feel my strengths are in the areas of leadership, change management, decision making, teamwork and governance and I would be happy to contribute as President to lead Skate Ontario into a new world of excellence in skating.

# SHARON BOLLENBACH

Director at Large  
Two Year Term



RE: Call for Nominations, Skate Ontario Board of Directors

Dear Ms. Alexander,

Please accept this letter and the attached documents as my application for nomination as a Director on the Skate Ontario Board of Directors.

Throughout my career I have had the privilege of working in sport, dedicated to creating a positive sport experience that fosters an environment in which athletes can learn, grow, succeed, achieve dreams and have fun. I have an unwavering belief in the power of sport to transform lives, both on and off the field of play, for athletes, their families, volunteers and communities.

I have attached my profile, including relevant education, work and volunteer experience. I am both grateful for and proud of the opportunities I have had in my career. While each role has been a unique and valuable experience, my years at Skate Canada and my current role as Chief Executive Officer with Special Olympics Canada are perhaps the most relevant experiences I would bring to the Skate Ontario Board.

Though many aspects of Board governance interest me, I believe I can make the most valuable contributions in the areas of strategy, marketing and governance, and would welcome the opportunity to serve as a Director for a two year term.

It would be an honour to contribute my years of experience and passion for sport to the strategic development and direction of Skate Ontario in this important and critical time in the organization's history.

Respectfully,

A handwritten signature in blue ink, appearing to read 'S. Bollenbach'. The signature is fluid and cursive, written over a light blue horizontal line.

Sharon Bollenbach

# SHARON BOLLENBACH

Director at Large  
Two Year Term

## PROFILE SUMMARY

- Successful senior leader in sport and event management
- Demonstrated strengths in the development and implementation of strategic and operational plans
- Strong communication skills with an 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

**Chief Executive Officer  
Special Olympics Canada (SOC)**

**December 2013 - Present**

- Drive SOC's mission to enrich the lives of Canadians with an intellectual disability through active participation in sport. Serve over 42,000 athletes and 20,000 volunteers in Canada.
- Overall responsibility for all aspects of the organization's operations including sport programs and competitions, fundraising/sponsorships, marketing, communications, finance, government relations, risk management and human resources.
- 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.
- Manage an annual budget of \$12.3 million.
- Lead a team of 20 employees on the execution of a multi-faceted business plan.
- Member of the SOC Board of Directors.

**Sr. Vice President, Sport & Strategic Initiatives  
Special Olympics Canada (SOC)**

**September 2007 to December 2013**

- Responsible for the strategic direction and execution of initiatives that advanced national sport programs and competitions.
- Led government relations strategies and achieved a 95% increase in federal government funding.
- Appointed as the national project lead for the development of the 2012-2017 SOC Pan-Canadian Strategic Plan.
- Actively engaged and built partnerships with national sport organizations and stakeholder groups.
- Worked collaboratively with local games organizing committees to plan and execute national winter and summer, multi-sport games.

# SHARON BOLLENBACH

Director at Large  
Two Year Term

**General Manager** **May 2006 to September 2007**  
**FIFA U-20 World Cup, Toronto Site Organizing Committee**

- Of the six Canadian host sites, managed the Toronto Site including staging the most matches (12), hosting the tournament opener and final, and acting as the FIFA Headquarter site.
- Sold out all 12 Toronto matches, achieving 168% of budgeted ticket revenue, resulting in a total attendance figure of 234,312 spectators.
- Nationally, the tournament set a FIFA U-20 World Cup attendance record of 1.2 million spectators and a Canadian record as the largest, single sport, sporting event in Canadian history.
- Established partnerships and negotiated contracts with all levels of government, community partners, venue management, corporate sponsors and event suppliers.

**Senior Manager, Events & Community Relations** **2004 to 2006**  
**Canadian Olympic Committee (COC)**

- Managed all COC events and community relations initiatives – domestic fundraising and promotional events, the annual COC Congress and Olympic Hall of Fame, and events at Olympic Games.
- Managed Canada Olympic House and the Family and Friends Program at the 2006 Olympic Winter Games in Torino, Italy.
- Planned and executed the Canadian Team Opening, Medallist Celebrations, National Sport Organization and sponsor events at the 2004 Olympic Games in Athens, Greece.

**Manager, Fundraising Events** **2001 to 2004**  
**Multiple Sclerosis Society of Canada, Ontario Division**

- Directed all aspects of three distinct fundraising programs: the MS Read-A-Thon (budget of \$1.2 million); the MS Carnation Campaign (budget of \$85,000); and Golf for MS (budget of \$18,000).
- Conducted on-going analysis of programs and developed strategic plans for improved implementation and increased revenue.
- Managed the Volunteer Resource and Media Relations areas, fulfilling requirements for all Ontario Division fundraising events.

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

- Achieved revenue and organizational success for over 20 international and national figure skating events, most notably the 2001 World Figure Skating Championships (Vancouver), the inaugural Four Continents Figure Skating Championships (1999, Halifax), the ISU Champions Series Final (1997, Hamilton), the World Championships (1996, Edmonton) and several Canadian Championships.
- Prepared event budgets and monitored revenue/expenditures.
- Managed all venue operations including: venue set-up, sport technical requirements, media and broadcast requirements, security, telecommunications, ceremonies and venue services.
- Managed off-ice logistics including: registration, travel, accommodations, meals, and on-site transportation services.
- Consulted and liased with numerous partners including: the International Skating Union, media, corporate partners, local tourism and government departments.
- Created volunteer programs for groups of 100 to 600 volunteers including policies and procedures, recruitment, training and recognition.

# SHARON BOLLENBACH

Director at Large  
Two Year Term

## **Provincial Summer Games Co-ordinator Alberta Special Olympics**

**1992 to 1993**

- Organized event promotions including the co-ordination of press conferences, distribution of public service announcements and participation in television interviews.
- Managed the logistics of multiple sport venues, transportation and accommodations.

## **Regional Technical Director Manitoba Special Olympics**

**1988 to 1991**

- Established and independently operated the first regional office, acting as the liaison between the Special Olympics Provincial office, local volunteers and community partners.
- Responsible for the development, implementation and evaluation of all Special Olympics events within three regions of the province.
- Monitored 25 weekly sport and fitness programs, including volunteer recruitment and training, distribution of resource materials and frequent program visits to assess activities and provide coaches with feedback.

## **EDUCATION**

### **Risk Management Workshop (Parts 1 & 2)**

Canadian Centre for Ethics in Sport, Ottawa, Ontario

2016

### **Community Shift, Leadership Development Program**

Richard Ivey School of Business, Western University, London, Ontario

2014

### **Executive Program in Leading Sustainable Strategic Change**

Schulich School of Business, York University, Toronto, Ontario

2014

### **Bachelor of Recreation Studies**

University of Manitoba, Winnipeg, Manitoba

1988

## **ADDITIONAL INFORMATION**

Chair, Special Olympics North America (SONA) Leadership Council

Current

Chair, Movement Leadership Working Group,  
Special Olympics Global Strategic Plan

2014-2015

Recipient, Queen Elizabeth II Diamond Jubilee Medal

2012

Jury Member, 2010 Canadian Sport Awards

2010

Guest Lecturer, Niagara College, Hospitality & Tourism Program

2007

# ANDREA DERBY

Director at Large  
Two Year Term



## 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 34 years. Although I am an ISU Championship Judge, International Referee and International 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.

Although my volunteer work in this sport began with officiating, 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, and monitor for the WOS Centre of Excellence. At the National level, I was a member of the Skate Canada Program Development Committee (2001-2003) and am currently the Chair of the High Performance Development Committee.

During my time 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 originated the policies, programs and initiatives that lead to their ISU membership and National Sport Association status.

# ANDREA DERBY

Director at Large  
Two Year Term

## Experience Relevant to the areas of interest

As a judge, Referee, Technical Controller 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 on the Skate Ontario Board of Directors.

For the past four 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 and ability to work on a team, and 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 individual 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 and Skate Canada High Performance Camp. During these sessions, I am able to work in a collaborative way with both the coach and athlete. It is also 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 inspires me to work towards excellence in all of my varied roles in Skate Canada.

# ANDREA DERBY

Director at Large  
Two Year Term

## **Relevant Education, Career and Volunteer Experience:**

### **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 Director. The Founding Board will face many challenges moving forward to create a strong and successful provincial governing body. 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 34 years I have demonstrated my abilities as a leader and motivator. 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 a critical element for the position of Director.

# GLENN FORTIN

Director at Large  
Two Year Term



## Education / Career / Volunteer experience

My involvement in skating spans forty years with a range of experience from the grassroots to high performance level. After my career as a National competitor, I broadened my sport experience by serving as an Athlete Representative for Eastern Ontario and Skate Ontario from 1991 to 1995. When I moved to Toronto, I became involved with Central Ontario, eventually as a member of the Central Ontario Board of Directors from 1999 to 2003 when I served as Judge/Evaluator Chair and also Vice President - Technical. These experiences provided me an exposure to the administration of skating at the grassroots of our sport. I developed a keen understanding of the realities of skating at the club and Section level as I was closely connected to the staffing and execution of local test days and competitions.

In 2009, I was appointed as Skating Programs Coordinator for Skate Ontario. In this role I coordinated programming and development opportunities for Skate Ontario skaters. This built on my strong technical skills and enabled me to further my connections with the coaching and athlete community across the province while gaining experience administrating programming for high performance athletes.

Along with my experience on Section Boards, I have continued to pursue my career as an Official for almost thirty years. I have served in many leadership roles including as a Technical Representative, a Clinic Leader, a member of the National Judges Subcommittee (1998 to 2001) and a Team Leader for various International competitions (2004 and 2005). I have acted as a monitor for Club, Section and National athletes, and continue to contribute as a Challenge level Referee and a Section, National and International judge. In each of these roles, my strong technical skills combined with excellent communication skills and positive leadership style have enabled me to consistently motivate others and engage with the various stakeholders in the skating community including skaters, officials, coaches and club volunteers.

# GLENN FORTIN

Director at Large  
Two Year Term

Professionally, my education includes a Bachelor of Commerce Degree in Finance (Honours) from the University of Ottawa. I am a Chartered Financial Analyst and currently a Partner at the investment management firm Beutel Goodman & Co where I have been employed for twenty years. In my role as an Equity analyst and Portfolio Manager of U.S. and Global equities, I have extensive experience in financial management that includes financial statement, income statement, balance sheet and cash flow analysis. I have built a solid background in strategic business management that includes vision and best practice initiatives that are sustainable and consistent with long term planning. This includes regular interaction with CEOs of multi-national companies and discussions around corporate strategy that address the needs of multiple stakeholders. As a Portfolio Manager, risk management comprises a daily aspect of my job as my team manages significant assets for our clients. I believe all of these business analysis and risk management skills are necessary and transferable to the role of Skate Ontario Board Member, particularly when looking at our sport from a business perspective.

## Areas of Interest & Related Experience

I believe I would provide a unique perspective to the future Skate Ontario Board based on my experiences and familiarity with stakeholders at all levels of skating in Ontario and in fact across the country. This perspective is built on my time spent as an athlete, an Official, a Section Board member, a Skate Ontario Coordinator and Director and now as the parent of a STARSkate skater. In every volunteer position I have held, I believe I have built strong stakeholder relationships and provided value, expertise and excellence. This would continue to be the case if I am considered for election to the new Skate Ontario Board of Directors.

The areas of specialized competencies where my experience will support Skate Ontario include:

- **Administration:** Financial Analysis: As evidenced by my professional background comprised of years of financial statement, income statement and balance sheet analysis I possess excellent financial analysis skills. I have also consistently demonstrated strong decision making skills based on sound reasoning, experience and analysis.
- **Skate Canada/Skate Ontario experience:** As a former athlete and now International judge with over twenty-five years of Section and Provincial skating program experience, I possess committee experience, Board experience and technical experience. I have a sound understanding of the needs of all skaters from our grassroots level to the our elite athlete in terms of national and international level competition
- **Strategy:** My professional background is rooted in understanding and assessing corporate strategy through corporate goals and vision, industry analysis, and effective planning to achieve sustainable success. As sport moves more into the realm of operating as a business, these are critical attributes needed by all Directors of sport organizations. My experience as Chair of the Skate Ontario Transition committee has also made me keenly aware of the strategic visioning needed to move ahead with a united Skate Ontario.

# GLENN FORTIN

Director at Large  
Two Year Term

## Conclusion

Given my past sport experience combined with my professional skills, I believe I would provide a unique skill set to the role of Director for Skate Ontario. My combination of strategic and financial management skills along with a complimentary and extensive appreciation for skating programs from the club to international level is a unique and valuable perspective.

I believe my passion for sport and skating as well as my professional background in business and financial management are an ideal combination of skills that will serve the stakeholders of Skate Ontario in a manner that will contribute to moving the organization into the next era with strength, hope and optimism.

# SHEILAGH MCCASKILL

Director at Large  
Two Year Term



## Relevant Education, Career and Volunteer Experience:

I became involved in figure skating at a young age and knew very early on that I had a desire to become a coach. Right from the beginning of my skating career, I volunteered on CanSkate sessions and enjoyed working with other athletes. I have spent the past 39 years coaching at the Gloucester Skating Club in Ottawa, Ontario. As a coach, I have had many athletes compete at the National level and have trained athletes to reach their goals, whether as a competitive skater or as a STARSkater. My one passion has always remained the Skate Canada CanSkate program. I have been the Director of the Gloucester Skating Club's CanSkate program for the past 27 years and we are one of the largest CanSkate programs in Canada. I was a member of the Skate Canada National CanSkate Revision Committee in the 1990's, and recently I have been involved in the development of Skate Canada's exciting, new, dynamic CanSkate program. You can see me in action in the CanSkate promotional video on the Skate Canada website.

Coach education has also been a passion of mine. I was a member of the very first coaching committee with Skate Canada and have continued to be involved in the development of coaching in Canada. I sat on the Skate Canada National Coaching Certification Program (NCCP) Committee for many years and I am also an NCCP CanSkate Coach Learning Facilitator. Our sport relies on quality coaching to ensure the development of our athletes. As Skate Ontario moves forward, I believe that the development of quality and innovative coach training is a high priority.

I have been very fortunate to have been part of the Skate Ontario Club Consultation initiative this past year. This Trillium Grant Program provided me with the opportunity to travel all across the province and work with both small and large clubs. As a Skate Ontario club consultant, I facilitated five group consultations and ten one-on-one club consultations across Ontario in both urban and rural settings. Working with coaches and club board of directors in these consultations has given me insight into the strengths and challenges our clubs are facing today. Providing assistance to all Skate Ontario clubs will be an initiative I would promote as a member of the Board of Directors.

Last year, I was honoured with the City of Ottawa's Sport's Lifetime Volunteer Coach Award for my dedication to the sport of figure skating. I am committed to continuing my involvement in our evolving sport as both a coach and volunteer.

# SHEILAGH MCCASKILL

Director at Large  
Two Year Term

## Experience Relevant to the areas of interest

As the Gloucester Skating Club's CanSkate Director, I am responsible for the development and implementation of the club's CanSkate program. Our club CanSkate membership averages 900 skaters annually. My responsibilities include:

- Training and management of coaching staff and program assistants
- Administration of all CanSkate sessions
- Promotion and marketing of club programming
- Communication between club and membership
- Conflict resolution
- Promoting team work both on and off the ice

Our CanSkate program has been featured in many of Skate Canada's coach training materials, marketing materials including the national promotional video, 2013 Skate Canada ACGM CanSkate Live demonstration in Ottawa and the CanSkate Circuit Challenge demonstration at the 2017 Canadian Tire National Championships.

My skills as a communicator, team leader, peace keeper and cheerleader are put to work on a regular basis as the Director of GSC's CanSkate Program. I believe this experience would be beneficial in developing grassroots initiatives for Skate Ontario clubs. I would look forward to bringing new, progressive ideas to assist clubs in their CanSkate delivery. My own coaching experience as a National Level 4 Certified Coach has included working with skaters from CanSkate to the national level, both in the STARSkate and Competitive streams. I have also developed an 'Active for Life' program for adults in our area to help promote skating as a lifetime activity. My greatest achievement as a coach has been my ability to share my passion for skating with all of my athletes over the years. My connection with skaters of all ages and abilities would be an asset as Skate Ontario develops its vision for the future.

Over my years of volunteering with the Eastern Ontario Section, Skate Ontario and Skate Canada, I have had the opportunity to work on the following committees and events:

- Represented Eastern Ontario on the first Skate Canada Coaching Committee
- Skate Canada NCCP Committee – 1980's
- Skate Canada CanSkate Revision Committee – 1990's
- Skate Canada NEW CanSkate Pilot 2008 - 2014
- Member of the Skate Ontario coaching transition sub-committee
- Volunteered at many Section, Challenge and National Championships
- Volunteered at two World Championships
- Volunteered at the Ottawa World Synchro Championship
- Volunteered at two Skate Canada International Championships

# SHEILAGH MCCASKILL

Director at Large  
Two Year Term

My participation as a member of the Skate Ontario coaching transition sub-committee has also given me an understanding of how our coaches will benefit by the amalgamation of Eastern, Western, Central and Northern Ontario Sections. The sharing of ideas and experiences through coaching workshops, athletes' training camps and NCCP courses offered across the province will assist our coaches in staying in touch with our constantly changing sport. My expertise as a learning facilitator and coach will offer this specialization to the board of directors.

## **Areas of interest within the Skate Ontario Board of Directors**

I recognize the new Skate Ontario Section needs to be inclusive and provide fair and equal opportunities to all clubs, skaters, coaches and officials. We must be ready to move forward as our sport evolves and provide our clubs with the best possible tools to ensure quality programs for their skaters.

I would be interested in serving as one of the eight elected director positions for either a one or two-year term. I feel my foundation of technical skills in the sport of figure skating, my ability to communicate effectively, work as a team player, and provide leadership in a group environment would be an asset to the board as we advance to establish one strong provincial section.

As a Skate Canada coach, I believe in promoting teamwork, fair play, and professionalism in my work environment. I believe figure skating instills confidence, desire and passion in our athletes and helps them down the road in attaining their goals and doing their personal best. My motivation to being a part of the Skate Ontario Board of Directors is to help find new and effective ways to improve our sport from the grassroots to our elite athletes. I would be honoured to have this opportunity.

# THERESE BILSBOROUGH

Director at Large  
One Year Term



## Relevant Education, Career and Volunteer Experience:

My educational background consists of a Diploma in Business Administration – Human Resources and a Bachelor of Arts Degree in Psychology.

I have had a varied career which includes being a bookkeeper for various small businesses, management within the fast food industry, supply and long-term occasional teacher contracts with a school board and a lifeguard/swim instructor/first aid instructor.

Over a period of 34 years, I have volunteered with various sports and organizations. Within the world of figure skating, my journey started 18 years ago, as a parent within my local club. Over the years, I have held every position within that club and soon became involved at the region and then the section level. I have been active with Skate Canada Northern Ontario (SCNO) for 8 years now encompassing multiple positions at the same time. I have filled the office of Vice Chair of Teams for 3 years and the Vice Chair of Administration & Finance for 6 years as well as a team leader at provincial and national events. I have a thorough understanding of club/region/section/Skate Ontario & Skate Canada governance. Within my section portfolio I am responsible for SCNO employees, the support person for SCNO regions as well as being involved with dispute resolutions. I have also replaced the Chairperson at section, provincial and national levels.

At the Skate Ontario level, I am a member of the Transition Committee as well as the lead for the Data Specialist sub-committee. In addition, I have been involved at Skate Ontario meetings where PSO/Ministry documents were reviewed and discussed.

I am a Level III Data Specialist that has worked at local, regional, provincial and national competitions. Besides being involved in skating, I have been involved with the Cochrane Cross Country Ski Club both as a board member and instructor, a committee member for the grand opening of the Tim Horton Events Centre and the World Under 17 Hockey Championships when they were hosted by Timmins, Ontario. I was a leader in Girl Guides for 13 years and sat on school councils as a parent representative and Chair. Since relocating to Fonthill, I have been a volunteer with Welland Recreational Canal Corporation at many of their local, national and international events. In the summer of 2015, I was a Venue Management volunteer for the Toronto 2015 Pan Am Games responsible for back of house activities.

# THERESE BILSBOROUGH

Director at Large  
One Year Term

## Experience Relevant to the Areas of Interest:

As a member of SCNO, I have been involved with the following position committees:

### Board of Directors:

Establish policy and adopt and monitor key operating policies and procedures;  
Responsible for the day to day operation of the Section Office, Executive Committee and to the Chairperson, to support its actions;  
Plan and approve budgets, receive financial reporting necessary to carrying on business, accept auditor's statements and recommendations as applicable; and,  
Review and approve yearly and long term plans.

### Executive Committee:

Submit committee and position budget requirements to SCNO and manage the approved budget  
Deal with conflict/harassment issues as required in relation to the SCNO Board  
Preparation of annual budget for approval  
Bi-annual review and analysis of financial reports for presentation to the SCNO Board  
Ongoing monitoring and approval of expenditures within approved budget  
Approval of unbudgeted items when necessary  
Perform human resource functions for the SCNO office ensuring that the office is operating efficiently  
Annual review and update of the SCNO Office Policy and Procedures  
Review of policies and procedures and make recommendations for changes to the SCNO Board  
Develop and lead discussions in the development of SCNO strategic plan and the annual review

### Dispute Resolution:

Adhere to the process for all policies and timelines as outlined by Skate Canada  
Review written complaints/conflict along with all supporting documentation. Avoid any conflict of interest that may arise and declares that conflict before the Board  
Maintain confidentiality regarding internal discussions of the committee and Board and all information presented at meetings  
Develop pro-active resources to reduce the number of complaints/conflicts  
Manage and affect change as required  
Share issues and concerns coming from the Regions and Clubs with SCNO Board to assist in addressing the needs and concerns of our partners

# THERESE BILSBOROUGH

Director at Large  
One Year Term

## Regional Structure:

Develop strategic priorities for Regions

Investigate resource material and provide opportunities for volunteer development and training

Develop consistent communication tools

Share information and dialogue on common programs, processes, policies and procedures in the purpose of assisting each Region in carrying out its mandate of facilitating and promoting Skate Canada and SCNO programs, policies and procedures

Share issues and concerns coming from the Regions and Clubs with SCNO Board to assist in addressing the needs and concerns of our partners

## Vice Chair Administration & Finance:

Lead budget agenda items at SCNO meetings

Lead in the development of the SCNO budget

Submit position budget requirements to the Section and manage the approved budget

Prepare the financial report for distribution and year-end financial reports for Board meetings and the Annual General meeting in conjunction with the Executive Director

Monitor the SCNO budget and investments

Prepare reports for Board meetings and the Annual General meeting

Review the SCNO Expense and Investment Policies and recommend changes

Assist with the development of the SCNO strategic plan

Lead and advise Region Directors as required

Act as one of the signing officers for cheques

Undertake the duties of Section Chair when required

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

I have had my hand involved in many difference aspects of a skating section. My strengths include administration, finance and officials-data specialists.

As a member of the Transition Committee I am interested in becoming a member of the Skate Ontario Board of Directors to continue in the work that is being laid out by the Transition Committee and to aid in a smooth transition from five entities to one.

# BRENT BRANDHAM

Director at Large  
One Year Term



## Relevant Education, Career and Volunteer Experience:

After graduating from Queen's University with a Bachelor of Commerce in 2007, I have spent the subsequent 10 years working in the insurance industry as a broker with a Sports & Entertainment focus. During that time, I have worked with many provincial and national sport associations in developing proper risk management procedures and using those to negotiate the appropriate insurance protection against their everyday risks, building what is now the largest Sports & Entertainment insurance practice in Canada.

In support of that role, I have attended and presented at numerous AGMs and also attended many board meetings for my clients to offer commentary on risk management practices as well as appropriate membership policies and how these policies dovetail with insurance protection. I have also developed marketing documents for these associations, and written articles for newsletters and other publications on the subject of risk management and insurance protection.

Aside from spending the past 10 years helping to protect many provincial and national sport associations, I also bring with me the background of a business education. In my experience in dealing with many Canadian sport associations I have found that the most successful and efficient associations are run in the fashion of a business. Passion for the sport is wonderful and an asset, but the knowledge of how organizations should operate is invaluable. In obtaining my business degree, I studied accounting, finance, and business law before settling into a sales and marketing focus.

# BRENT BRANDHAM

Director at Large  
One Year Term

## **Experience Relevant to the Areas of Interest**

Building upon my career experience working with all manner of sport associations from a risk management perspective, I have been able to observe a number of different governance styles very closely as I have worked in close partnership with executive directors and CEOs. Over the past 10 years, I have come to form strong opinions on which aspects of these governance styles are the most effective.

While a life-long hockey player myself, I have tremendous respect for the sport of figure skating and a shared love of being on the ice. If I had to do it over again, I would have tried figure skating as well as hockey – I think the skills learned in figure skating would have made me a better hockey player. In both sports, there is an artistry to the motion but this artfulness is far more evident in the sport of figure skating.

I have played a lot of sports throughout my amateur career, representing my hometown in football, baseball, basketball and hockey, and later my school in hockey, football, and golf, to the present day where I still play recreational hockey and compete on the GTA Amateur Golf Tour. I love sports. Most of my closest and longest lasting relationships have developed through a shared passion for a sport. It has given me a lot throughout my life, and I would love the opportunity to give back.

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

While my business school background provides me with a skill set that would lend itself aptly to a marketing or finance role, my career experience has me well suited for a risk management or governance role, where I can lend my experience working with other sport associations to a strategic development focus. At the end of the day, I have true passion for all sports and would be happy to be involved.

# MIGAN MEGARDICHIAN

Director at Large  
One Year Term



## Relevant education, career and volunteer experience

My professional background is in business and sports law. I have acted on doping and team selection matters on a pro-bono basis and have twice appeared before the [International] Court of Arbitration for Sport.

I was a lifeguard, swim and aquafitness instructor on a part-time basis at the local YMCA for seven years and have a strong understanding of the recreation sector.

In law school I volunteered as an aquafitness instructor at the Windsor Cardiac Rehabilitation Program.

In 2015 I spent my vacation days volunteering for the Pan American Games with the Commercial Rights Group - assisting with the enforcement of sponsor rights and identifying and addressing ambush marketing on all platforms.

Program Chair and speaker: “Ins and Outs of International Sports Law” Fall Meeting of the American Bar Association’s International Law Section. (Montreal, 2015)

## Legal Education

Canadian Law Degree (LL.B.), 2011  
University of Windsor, Faculty of Law

American Law Degree (J.D.), 2011  
University of Detroit Mercy School of Law

## Sport courses:

The Olympic Games and the Media, (On-line Certificate) December 2015  
University Autonoma de Barcelona

The Global Business of Sports, (On-line Certificate) September 2015  
University of Pennsylvania

The Science of Training Young Athletes, (On-line Certificate) September 2016  
University of Florida

# MIGAN MEGARDICHIAN

Director at Large  
One Year Term

Doping: Sports, Organizations & Sciences, (On-line Certificate) July 2016  
University of Lausanne

Representing the Professional Athlete, (On-line Certificate) May 2015  
Case Western Reserve University

Sport & Society  
Duke University

## **Experience Relevant to the areas of interest.**

Currently Serve on the Board of Freestyle Canada  
Member of the Governance and Policy sub-committee

# MARY-ROSE WEIR

Director at Large  
One Year Term



## Relevant Education, Career and Volunteer Experience

I have been involved as a volunteer in skating for the better part of my life - as an athlete, an official, and board member. I stepped away from active engagement in the sport several years ago but it was never out of mind. Working now on the Skate Ontario Transition Committee Has given me the opportunity to get back into the sport and utilize the talents I've developed over the years.

I am recently retired and am beginning to evaluate again. I look forward to the opportunity to serve on the Board of Directors and actively drive the success of a united Ontario Section.

## CAREER

### Estee Lauder Companies

**13 years**

Human Resources, Learning and Organization Development

- Manager, Canada Training, - built and grew the Learning and Talent Development function.
- Promoted over time to Director, Talent and Organization Development and then Executive Director North America Supply Chain Learning with 5 reports in Canada and the US servicing 6 North America manufacturing/distribution sites and 4500 employees
- Developed, facilitated and supported all levels of employee development – leadership, shop floor, management, teams, performance management
- Active member of local and regional HR teams, supporting everything from hiring and day to day operations to downsizing and dismissal
- Led development of the Learning Strategy that became integrated into the Supply Chain HR strategy

### Oracle Corporation

**8 years**

- Manager, Canada; Director, Americas Internal Training; and Practice and Education Manager
- Developed an initial training role in the larger Learning and Development servicing consulting, pre-sales, sales, customer service and general management in Canada
- Learning and Development servicing North America management and leadership development
- Practice and Education Manager – provided service to Oracle Applications users

# MARY-ROSE WEIR

Director at Large  
One Year Term

## **Magna International**

**3 years + 4 years**

Manager Human Resources, Director, Employee Charter Global Implementation

- Developed and delivered Management Training in Canada supporting corporate focus on employee engagement
- Developed and delivered Management Training in North America and Europe; facilitated realization of Employee Charter, Globally

## **Groups Sports (Shared services for 7 sports)**

**4 years**

### **Ontario Lacrosse Association**

**3years**

- Executive Director managing government, membership and board of director relationships in support of association activities
- Nominated to Lacrosse Board following departure although I chose to decline

## **VOLUNTEERING**

Over 40 years in the figure skating community as official (judge/evaluator/tech rep) and Judges' Committee (COS) member and Chair. I'm currently a member of the Skate Ontario Transition Committee.

Past director or official with the following associations:

- Junior Achievement of Metro Toronto
- Sport Ontario
- Canadian Lacrosse Association
- Canadian Association for the Advancement of Women and Sport

## **EDUCATION**

- Bachelor of Physical Education, McMaster University
- Institute of Association Executives - Certified Association Executive
- Certified facilitator for several leadership programs

# MARY-ROSE WEIR

Director at Large  
One Year Term

## AREAS OF BOARD OF DIRECTOR INTEREST AND RELEVANT EXPERIENCE (Cont'd)

**Governance:** Board experience; Committee experience; Understanding of Association business and issues management; Member relations experience

COS Judges' Chair and committee member

Managed provincial sport organizations in my career

Built member relations in sport organizations some time ago however, I have been recognized for my ability to create and maintain relationship across the corporate environment where "members" are the employees in the NA Supply Chain operations, at all levels from shop floor to Vice President.

**Strategic:** Strategic planning and reporting; Partnership development

I have been responsible for leading the creation of learning strategies aligned to larger Human Resource and Business Strategies that respond to the ongoing demands of the Supply Chain in a growing organization. In doing so, I created partnerships with many groups and individuals in the organization.

**Skate Canada/ Skate Ontario experience:** Section, Technical

Evaluator – Gold Skills, Dance, Free Skate

Competitive Judge – Senior Singles (Cdn); Junior Pairs (Sec); Sectional Referee

Technical Representative – Interclub, Invitational, Adult National, and Assist - Canadians

**General Competencies:** Leader/ motivator; Effective communicator; Conflict resolution skills; Effective teamwork and interpersonal dynamics; Critical thinking and decision making

I am a collaborative leader who looks to leverage the strengths of others to create the best solution regardless of where it may originate.

I have created formal communications for all levels including Global Supply Chain Strategy, North America HR Strategy and employee performance systems, and learning solutions

Facilitated groups from 5-75 ensuring engagement and voice for all involved



**SKATE**CANADA  
SKATE ONTARIO