



2025 Call For Nominations

Swim Ontario Board of Directors

PROSPECTIVE CANDIDATES FOR THE BOARD

This year 3 (three) individuals will be elected to the Swim Ontario Board. The Board consists of nine members in total.

Swim Ontario's by-laws provide that Directors shall serve for three (3) years. Directors may serve for a maximum of three (3) 3 year terms, for a total of 9 years.

RECOMMENDED CANDIDATES

Candidates are asked to complete the this online form (including questionnaire and Skills Matrix) and upload their nomination form (listed below) and to submit by June 30, 2025.

Based on its assessment of the candidates, the Nominations Committee will develop a list of candidates (the "**Slate**") to recommend for Board membership. The number of candidates on the Slate will be determined by the Nominations Committee and may be equal to or less than the number of seats on the Board to be filled. The Nominations Committee will present the Slate to the Board for approval. Once approved, the Slate will be presented to Swim Ontario's Members along with a rationale for their recommendation. Any candidates that were not recommended are still eligible to be elected if the Nominations Committee does not recommend a candidate for every vacant seat or if the motion to elect the Slate fails. If the election of the Slate still leaves a vacant seat or if the motion to elect the Slate does not pass, a general election will be held.

In deciding whom to vote for, the Nominations Committee is asking club representatives to consider some broad points:

- The importance of diversity on the board so that it reflects the membership it represents;
- A gender balance that reflects the swimming community;
- Representation from across the broad geography of Ontario; and
- The importance of selecting individuals who have core competencies needed on the board.

REQUIRED DOCUMENTATION

- [Nomination form](#) (must be downloaded, completed and then uploaded in this form)
- Questionnaire and Biography (completed in this form)
- Skills Matrix (completed in this form)

All prospective Directors must also meet the following requirements:

1. They must be an individual person over 18 years of age
2. They must not have been found to be incapable of managing property under the [Substitute Decisions Act, 1992](#) or under the [Mental Health Act](#)
3. They must not have been found incapable by any court in Canada or elsewhere
4. They must not have a status of bankrupt

ELECTION

Although the nomination committee facilitates the election process and will endeavour to provide relevant

information to electors, the decision as to who sits on the board is the sole prerogative of the electors – the clubs represented at the AGM.

The Slate of recommended candidates will be presented to the membership prior to the election, as will all of the other candidates who submitted valid applications. The Slate will be presented as a whole to the membership, and the membership will vote on a motion for the election of the entirety of the Slate.

A general election will only be held for any remaining seats not filled by the Slate, or for all available seats if the motion for the election of the Slate does not pass.

Members voted at last year's AGM to remove from our bylaws the process for nominations from the floor. As a result, Floor Nominees will not be accepted at this year's AGM. To be elected to the Board of Directors, you must submit a valid application before the deadline (June 30, 2025).

Your interest in serving is much appreciated.

Andrea Jurenovskis
Nominations Chair

For further information please contact nominations@swimontario.com

Questionnaire & Biography

Name Angélica Mendieta-Sweet

Tell us a bit about yourself: current profession, occupation, interests

I'm an experienced program manager with over two decades of leadership in experiential education, event coordination, and stakeholder engagement—most recently serving as Meet Manager for the Kingston Blue Marlins and formerly managing an experiential learning program in health sciences. My work has focused on designing inclusive, high-impact learning and event experiences, often in fast-paced, collaborative environments.

Outside of work, I'm deeply involved in the swimming community as both a parent and volunteer. I have a strong interest in youth development, equity in sport, and building systems that support people to thrive. I'm also passionate about continuous improvement—whether that's refining event operations, supporting governance work, or mentoring teams through change.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? Yes

If yes, what is the length of association and the scope of involvement?

My connection to the Kingston Blue Marlins (KBM) spans several decades and roles. I first got involved as a teenager, working as a lifeguard for the team during practices and meets. Later, in my professional capacity at Queen's University, I helped negotiate the contract that brought KBM to Queen's Athletics & Recreation, securing access to high-quality training space at the pool. Today, I'm proud to support the club as both a swim parent and the Meet Manager, overseeing the planning and execution of all home swim meets. This includes coordinating volunteers, managing logistics, and ensuring events meet Swim Ontario standards. My long-standing involvement reflects a deep commitment to the swimming community and a practical, relationship-driven approach to helping the sport thrive at the local level.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

Swim Ontario's mission is to promote excellence and participation in competitive swimming across the province, while fostering safe, inclusive, and high-quality experiences for athletes, coaches, officials, and clubs. It's about building strong foundations for performance, growth, and community in the sport.

In a director role, I would support this mission by bringing a strategic, inclusive, and relationship-focused approach to the table. I would:

- Ensure decisions are guided by Swim Ontario's long-term vision, with an emphasis on athlete-centered development and sustainability.
- Champion equity and access in swimming by helping identify and remove barriers for underrepresented communities.

- Advocate for strong, well-supported programming—both at the grassroots level and within the high-performance pathway.
- Listen to and engage with member clubs, coaches, and families to make sure policies and programs reflect their needs and perspectives.
- Support a culture of safety, accountability, and respect across all levels of the sport.

I believe in the power of sport to develop not just athletes, but people and communities—and I'd bring that lens to my work as a Director with Swim Ontario.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario plays a critical role in shaping the swimming landscape across the province, including at the local level. It sets the standards that ensure safe, inclusive, and high-quality experiences for athletes, coaches, officials, and clubs. By providing guidance, resources, and a clear competitive structure, Swim Ontario enables local clubs to focus on athlete development and community engagement with confidence.

In local communities, Swim Ontario's support is felt through well-organized meets, coaching development, club recognition, and safe sport initiatives. It helps foster a sense of belonging, excellence, and progression within the sport—whether a swimmer is just starting out or competing at the provincial level. Ultimately, Swim Ontario helps ensure that swimming remains a vibrant, accessible, and sustainable sport across Ontario.

What role do you see for Swim Ontario in promoting high performance athletes?

Swim Ontario plays a vital role in identifying, nurturing, and supporting high-performance athletes in the province. By providing access to quality coaching education, competitive opportunities, and athlete development programs, Swim Ontario helps create a strong pathway from grassroots swimming to elite levels.

I see Swim Ontario's role as both a facilitator and advocate—working closely with clubs, coaches, and athletes to ensure they have the resources and support needed to reach their full potential. This includes investing in performance science, mental health support, and safe sport practices to create an environment where athletes can thrive physically and mentally.

At the same time, Swim Ontario must balance high performance with accessibility, making sure that as athletes strive for excellence, the broader swimming community continues to grow and stay engaged. Supporting high performance is about building a system that lifts everyone up and inspires the next generation.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Angélica Mendieta-Sweet brings over two decades of leadership in program management, event coordination, and community engagement, grounded in a deep passion for swimming and youth development. Her journey with the Kingston Blue Marlins (KBM) began as a teenage lifeguard and later evolved into a key role in negotiating the club's move to Queen's University's pool facilities—greatly enhancing training opportunities.

Today, Angélica serves as KBM's Meet Manager, leading the planning and delivery of all home swim meets. In this vital volunteer role, she manages logistics, coordinates volunteers, and ensures every event meets Swim Ontario's high standards. As a swim parent and community advocate, she's committed to creating safe, inclusive, and empowering environments for swimmers at all levels.

Professionally, Angélica has a strong background in experiential learning, stakeholder engagement, and strategic planning. She is known for her collaborative leadership and ability to bring people together to achieve shared goals.

Angélica is dedicated to supporting Swim Ontario’s mission by advancing athlete development, promoting equity, and fostering a sustainable future for competitive swimming in Ontario.

Skills Matrix

Professional Experience

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|----------|
| Management Experience | ✓ | | | |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|----------|
| Strategic Planning | ✓ | | | |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | | ✓ | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | ✓ | | | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | | | |
| Fundraising | | | ✓ | |
| Marketing | | | ✓ | |
| Legal | | | | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|----------|
| Risk Management | ✓ | | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|----------|
| Public Relations | | ✓ | | |
| Communications | | ✓ | | |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|---------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | ✓ | | | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|----------|
| Leadership Role | ✓ | | | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | ✓ | | ✓ | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | | ✓ | ✓ | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | ✓ | ✓ | |

Questionnaire & Biography

Name Dawn Soulis

Tell us a bit about yourself: current profession, occupation, interests

I retired in 2022 after 32 years with Toyota Canada Inc where I worked in many different positions for both the Toyota and Lexus Brands. I started in Customer Service on the 1-800 line, worked my way up to handling Legal and Arbitration Cases then moved into management for Customer Relations, Government Affairs, Sales Planning, and Public Relations over the years. For my final 12 years of service, I handled Lexus Event Marketing and Sponsorships including 6 years as the National Sponsor for Cycling Canada.

In retirement, my focus has been in continuing to give back to my community as a volunteer. I achieved my Level 5 status in April 2023 and have worked on gaining experience as a Competition Coordinator, Mentor and Evaluator with smaller clubs. I am also very actively involved with my church running the A/V Team, singing with the Music Team and recently co-founding an Outreach Lunch for those in Durham in need.

Personally, I love to travel and am very active in nature and sports. Any down time will see my head buried in a book or a crossword puzzle keeping my mind active!

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

I have been involved with Pickering Swim Club as an official since 2012 and am currently a Level 5 official. I also served as an Assistant Media Director.

My current focus with PICK is the mentoring and growth of our officials as they move up the ladder. I am also working with our Board and other Senior Officials on increasing the expansion of PICK's exposure and experience with the Provincial and National committees and officials.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

The mission of Swim Ontario is to establish a best in class provincial sports organization that supports performance and participation for life. In order to become the "best", we must first be open to CHANGE. A key pillar with Toyota Canada Inc. is "Kaizen" or continuous improvement. My experience over 32 years has taught me how to examine all processes and activities in looking for opportunities to change for the best. Not necessarily large changes but rather small, ongoing positive changes that represent significant improvements when put together e.g. rather than a change of 100% once, look for 1% change over a 100 times.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Local communities are drowning (pardon the pun) right now in the lack of adequate facilities to support

training and host meets. Many local governments are unaware of the opportunities and benefits for different sized facilities (e.g. 50m pools) and swim clubs need support to convince these governing bodies. Swim Ontario can be instrumental in assisting in the growth of swimming over the next few years (especially as we approach the LA 2028 Games) and we should be examining how we can best support Clubs in small rural areas as well as larger cities.

Growth of local swim clubs is also dependent on their officiating body. Swim Ontario has been addressing many different elements in this area and should continue to focus on consistency of training (even after Level 5 is achieved), evaluations, pathway development and communication with Club Officials.

What role do you see for Swim Ontario in promoting high performance athletes?

Having worked with Cycling Canada and their high performance athletes, I feel that there is an opportunity to benchmark best practices from other Provincial associations not just in swimming but other sports. There are many areas of support that are "new" and require special attention such as mental health, psychological "training" for the stress and pressure, etc. Swim Ontario has the ability to assist our athletes in achieving their goals through ensuring that they are well rounded and grounded.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Meet Dawn Soulis, a retired manager from Toyota Canada Inc. with a passion for change. After 32 years in a myriad of positions with two leading brands (Toyota and Lexus), I have developed a strong set of skills in communication, marketing, event management and sponsorships. My proudest accomplishments include being the only non-management and female member named to a Change Team that presented to the Executive Team at Toyota Head Office in Japan as well as the first female Manager in the Canadian National Sales Department.

I achieved my Level 5 Master Official certification in 2023 and continue to constantly set goals for myself, so I have something to strive towards.

My love of nature (camping, canoeing) and sports (cycling, hiking, swimming) allows me the outlet to travel, explore and stay young!

Skills Matrix

Professional Experience

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|----------|
| Management Experience | | ✓ | | |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|----------|
| Strategic Planning | ✓ | | | |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | ✓ | | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | | | ✓ | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | ✓ | | |
| Fundraising | | | ✓ | |
| Marketing | | ✓ | | |
| Legal | | ✓ | | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|----------|
| Risk Management | | ✓ | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|----------|
| Public Relations | ✓ | | | |
| Communications | ✓ | | | |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | | ✓ | | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | ✓ | | ✓ | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | | | ✓ | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | | ✓ | |

Questionnaire & Biography

Name Janet Craig

Tell us a bit about yourself: current profession, occupation, interests

I am an active almost 60 something woman who lives in the GTA, swims almost everyday, and is an active open water swimmer.

I work in the capital markets broadly speaking, specifically in investor relations, communications and sustainability (reporting). I have worked both as a consultant, as well as served as the inhouse lead in corporate roles.

My interests are pretty simple - my dogs, and swimming!

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

I would use the word involved lightly in terms of my scope of involvement, however, I do belong to The Granite Club's masters swim team, and occasionally swim with them. Due to my long distance training, I don't tend to be able to swim with them that much, unfortunately.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

As outlined in the current strategic plan, Swim Ontario's mission is simple, but not easy, "best in class provincial sports organization, that supports performance and participation for life." This is accomplished through education, mentoring, governance and exceptional service, thereby continuing a legacy of champions.

The mission of Swim Ontario provides a broader view, and combined with its core values, support the organization, and serve as guideposts.

The strategic priorities provide a better avenue to delineate how I can best serve as a board member, and have impact.

With my background and expertise communications, governance, stakeholder engagement and delivery tools, I believe I can provide perspective and support for both Club Support, Engagement & Programming, particularly when it comes to assessing and providing support on the development and delivery of educational tools and progressing club membership.

The second strategic priority of Organizational Excellence, Education & Governance, my experience in organizational transformation, educational material as well as governance (also noted above), can support disciplined, deliberate, and thoughtful perspective on areas such as organizational rhythm and strategy.

The third, which is clearly the **key** priority, but must be enabled by the other two - Performance Swimming - is ironically where I would add the least value, but given the breadth and depth of skillsets required on the board, I believe my broader skillsets serve to support an already strong roster of performance athletes currently serving.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

As the provincial governing body for competitive swimming, Swim Ontario plays a critical role in promoting and supporting swimming across the province, at a local, regional and provincial level.

In local communities, Swim Ontario works with Clubs, holds events, supports athlete development through programs like the Ontario Swim Academy. Developing coaches and officials, and providing Clubs to tools and educational support to grow their clubs are examples of how Swim Ontario operates.

What role do you see for Swim Ontario in promoting high performance athletes?

Ultimately, the most "successful" of high-performance athletes will compete at a provincial, national and international level - and Swim Ontario is core to their development - through the Ontario Swim Academy, training camps, events, and other resources. I believe the Swim Ontario not only has a role in touching athletes directly, but they also serve as the critical governing body to allow Clubs to develop high performance athletes. This is an ecosystem, and each part of it has a crucial role in this area.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Janet Craig is a globally recognized and ranked stakeholder communications senior executive, and has served as a Strategic Advisor to boards, as well as served on not-for-profit boards.

On the management side, Janet has an unparalleled record of creating best-in-class investor relations programs, managing complex issues including proxy solicitation, crisis, M&A, shareholder activism and equity offerings, including IPOs.

As trusted advisor to boards, as well as serving on not-for-profit boards, Janet provides support and guidance on organizational transformation, capital markets, governance and stakeholder engagement.

Ms. Craig has strong financial acumen, experience in evaluating complex situations, and a keen understanding of risk management activities.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

none

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|--|
| Management Experience | ✓ | | ✓ | Senior executive in some of Canada's largest companies; senior equity partner at Deloitte; Founding Partner, Endeavour |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|--|
| Strategic Planning | ✓ | ✓ | ✓ | This was a core part of my role over the years. Specific to my practice at Deloitte, this was a key part of my function. |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | ✓ | ✓ | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | | | ✓ | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|--|
| Financial Management | | ✓ | | Investor relations/capital markets understanding complex financials is a key part of role. |
| Fundraising | | | ✓ | As part of not-for-profit roles, fundraising was a deliverable to fund various projects and activities. |
| Marketing | | ✓ | | Marketing is one of the core attributes of investor relations, but at various times, I have also been responsible for marketing and/or marketing communications. |
| Legal | | ✓ | | This really relates to corporate / securities law and needing to understand this at least on some level |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|--|
| Risk Management | | ✓ | | Risk management assessments were conducted as part of ESG materiality matrix, and working with risk assessments with the board and management. |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|--|
| Public Relations | ✓ | | | as per above, this is my core expertise. |
| Communications | ✓ | | | as per above, this is a core expertise. |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|--|
| Served on Corporate Board | | | | |
| Served on Public Board | | | | |
| Served on Not-for-Profit | ✓ | | | Various board experience, with the longest tenure being six years on the Canadian Investor Relations Institute Board |
| Served on PSO Board | | | | |
| Served on Swim Ontario Committee | | | | |
| Served in Elected Office | | | | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|-----------------|
| Leadership Role | | | | Avid swimmer :) |

| | Executive | Board | Employee | Comments |
|--------------|-----------|-------|----------|----------|
| Swim Ontario | | | | n/a |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | | | | n/a |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|---------------------------------------|
| Participation | | ✓ | ✓ | Focus is marathon open water swimming |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|---|
| Sports Values | ✓ | ✓ | | I am a lifelong athlete, and played competitive tennis as a junior at provincial level. |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | | | |

Questionnaire & Biography

Name Leela DCruz

Tell us a bit about yourself: current profession, occupation, interests

I'm an experienced not-for-profit leader with over 20 years working across healthcare, strategy, and governance. I currently serve on the Swim Ontario Board, where I recently helped lead the update of its strategic plan. I'm also a Board Director for the Alzheimer Society of York Region and sit on the Governance Committee, where I help shape policies that support the organization's community accreditation efforts.

From a formal education perspective, I have an MBA and completed the ICD-Rotman Governance Essentials Program. I also bring hands-on experience from running a large swim club in the Central region – where I learned just as much poolside as I did in the boardroom.

I volunteer as a swim official at age group, OUA, and national-level meets. As a parent, I've raised two active adults, including one who started swimming at seven and never stopped. Outside of work, I swim with a Masters group, bike, run, and am currently planning a month-long camping trip through Northern Ontario with my dog, Charlie.

I believe in the power of sport to build community and create spaces where everyone feels welcome.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? Yes

If yes, what is the length of association and the scope of involvement?

Swim Ontario Board Member 2022-2025 (First term)
Swim Ontario Secretary 2024-2025
Swim Ontario Strategic Planning Committee Chair 2024-2025
Swim Ontario EDI Committee Chair/Member 2021-2024
Swim Ontario Club Experience 2020-2021
Official 2013-present (Level V)
NYAC COC - 2016-2022
Parent volunteer NYAC - chaperone, pool representative
NYAC General Manager 2018-2022
NYAC Masters swimmer 2016-present

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

Swim Ontario's mission is to lead, support and grow competitive swimming across the province by fostering an athlete-focused environment that is inclusive and safe, and enables all participants, regardless of level, to reach their potential. This encompasses both high-performance excellence and a strong, sustained investment in grassroots development.

As a current director, I support this mission by helping ensure that Swim Ontario governance, policies, and strategic direction reflect the needs of the entire swimming community. With a background in inclusive leadership and strategic planning, I am committed to advancing Swim Ontario’s missions through supporting region and club development, and strengthening accountability frameworks that enable broad, equitable access to the sport at every level.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario plays a vital role in promoting and supporting swimming from the grassroots to performance. It sets standards, provides resources, and fosters a safe, inclusive environment for athletes, coaches, officials and clubs. With the recent focus on increasing investment in aquatic infrastructure and supporting regional development, future swimmers will be set up for success and clubs will be better set up to expand membership.

What role do you see for Swim Ontario in promoting high performance athletes?

Swim Ontario plays a critical role in promoting high performance by providing the structure, resources, and leadership necessary to identify and develop talented athletes across the province. Through the implementation of performance pathways, official development, coach education, and targeted support for clubs and swimmers, Swim Ontario helps ensure that athletes can progress from grassroots levels to national and international competition.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Leela D’Cruz is a not-for-profit leader with over 20 years of experience in strategy, and governance. She currently serves on the Swim Ontario Board, where she recently led the organization’s strategic plan update. She is committed to building inclusive, welcoming environments and advancing the role of sport in strengthening communities.

Leela brings strong expertise in governance, policy development, and stakeholder engagement. She champions inclusive leadership and long-term athlete development, with a focus on supporting grassroots swimming. Her approach combines strategic insight with a deep commitment to equity and meaningful community impact.

Known for her collaborative style and practical problem-solving, Leela is dedicated to creating spaces where people can thrive. She believes in the power of sport to foster connection and resilience, both in and out of the pool.

Skills Matrix

Professional Experience

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|----------|
| Management Experience | ✓ | | | |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|----------|
| Strategic Planning | ✓ | ✓ | ✓ | |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | ✓ | ✓ | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | ✓ | | | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | ✓ | | |
| Fundraising | | | ✓ | |
| Marketing | | ✓ | | |
| Legal | | ✓ | | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|----------|
| Risk Management | | ✓ | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|----------|
| Public Relations | | ✓ | ✓ | |
| Communications | ✓ | | ✓ | |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | ✓ | | | |
| Served on PSO Board | | ✓ | | |
| Served on Swim Ontario Committee | ✓ | | | |
| Served in Elected Office | | | | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|----------|
| Leadership Role | | | ✓ | |

| | | | | |
|-------------------|---------------------|---------------------|----------------------|----------|
| | Executive | Board | Employee | Comments |
| Swim Ontario | | ✓ | | |
| | Parent | Swimmer | Official | Comments |
| Involvement | ✓ | ✓ | ✓ | |
| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
| Participation | | ✓ | | |
| | Team Member | Lifelong Training | Olympian | Comments |
| Sports Values | | ✓ | | |
| | Participant | Administrator/Coach | Governor/Official | Comments |
| Sports Experience | ✓ | ✓ | ✓ | |

Questionnaire & Biography

Name Lloyd Noronha

Tell us a bit about yourself: current profession, occupation, interests

For the past 5 years I have been the Vice-President of Finance and Administration at Wilfrid Laurier University overseeing various operational units including finance, information technology, facilities, asset management, design and construction, student residences amongst many others. I am about to start a new position as Executive Vice-President of Corporate Services and Chief Financial Officer at Halton Healthcare beginning July 21st and have also held a similar executive position overseeing the business side of the Toronto Catholic District Schoolboard prior to working at Laurier. Prior to that I held positions in municipalities (Cities of Brampton and Vaughan) starting from swimming pool supervisor (while working on my degrees) up to Deputy City Treasurer with several different roles in between in various departments. I am a Chartered Professional Accountant (CPA) with a business and science degree. I am also the current Chair of the Board of the Canadian University Reciprocal Insurance Exchange (organization that provides insurance to most universities and colleges in Canada) as well as the Chair of the Finance and Audit committee and Board member for Headwaters Healthcare (hospital servicing Dufferin and Caledon). I will be stepping down from both of these Board positions due to my new role in Healthcare and am therefore looking for a new volunteer opportunity that is meaningful to my family and I. Outside of work and board responsibilities, I spend the majority of my spare time driving my three kids to and from swim practices and swim meets! I am also an ex-competitive swimmer myself (a long time ago!). I am very interested in giving back to the sport that is very near and dear to my family and I.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

I am associated with the Orangeville Otters. I have been affiliated with this club for 7 years as a swimming parent and volunteer official. I am currently a Level 3 Referee working towards my Level 4 certification. Over the past 1-2 years, I have also taken on a co-lead role in Otters meet management since the re-opening of our main swimming pool. My wife is also a board member of the Otters and I have therefore also been involved on much "behind the scenes" volunteer work in support of development of the club.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

From my perspective, Swim Ontario has set out to be an organization that not only supports high performance athletes in the pursuit of national/international competition, but also a holistic swimmer experience. The mission implies promoting a competitive sport that can be performed across an entire life span, across all levels of ability and for a variety of underlying reasons across many populations. In my role as a director it would be my intention to represent directly, or do my best to understand and/or appreciate, the varying perspectives that all of Swim Ontario's constituencies may bring. Throughout my governance experience, I believe I have developed an ability to see issues through various lenses in order to provide meaningful contributions on behalf of many different groups in addition to the core competencies/skills that I bring to the table.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

I believe that Swim Ontario has a role to play in promoting to the competitive side of the sport. It should be seen as complimentary to the recreation swimming programs often offered in local communities and should promote the sport as a truly life long experience with room for high performance athletes to move forward on the provincial, national and international level. I also believe that Swim Ontario can play a pivotal role on advocacy and education on aquatic infrastructure, which is often a local community issue (whether that is a municipality or post secondary institution). I believe my deep knowledge of municipal and university finances/infrastructure could assist to this end.

What role do you see for Swim Ontario in promoting high performance athletes?

I see Swim Ontario playing a critical role in its support within the Swim Canada framework in developing high performance athletes. This is inclusive of ensuring there is the right support for clubs/affiliates in their development of programs, officiating, coaching support, KPIs, board governance and training opportunities. It also entails ensuring the right opportunities exist for training and high performance meets for athletes geographically across the province. Swim Ontario can also assist through ensuring appropriate data drive decision making is occurring on its high performance programs.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Lloyd Noronha is an experienced executive who has led the corporate service and financial functions of large complex public sector organizations. He is currently the Executive Vice-President of Corporate Services and CFO for Halton Healthcare and has held previous senior leadership roles in the university, school board and municipal sectors. He is a Chartered Professional Accountant, has degrees in business and science and brings deep experience in finance, infrastructure and governance. He has had previous experience on boards, most recently as Board Chair for a large insurance organization. Lloyd is an ex-competitive swimmer who still does a lap or two here and there. He was grounded in the early part of his career in community services having started as a swimming pool supervisor. His wife and he met as lifeguards and aquatics has been a large part of their life since. Most importantly, Lloyd is a proud father of three competitive swimmers for the Orangeville Otters and spends his spare time at swimming pools as a level 3 Referee and volunteer official. Lloyd is looking to give back to the competitive swimming community through whatever skills and insights he may be able to provide.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Chartered Professional Accountant
Certified Management Accountant

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|-------------------------------|
| Management Experience | ✓ | | | Executive level for 10+ years |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|--|
| Strategic Planning | ✓ | ✓ | ✓ | Responsible for strategic planning for last 3 organizations. |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|---|
| Information Technology | | ✓ | | Chief Information Officer has reported to me for last 3 organizations. Responsible for Digital Strategy for last 3 as well. |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|--|
| Human Resources | ✓ | | | Human Resources has had indirect reporting to me for last 2 organizations. |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|---|
| Financial Management | ✓ | | | Responsible for \$1.3 billion budget at TCSDB, \$600 million at Laurier and \$800 million at Halton Healthcare. |
| Fundraising | | ✓ | | Responsible for major fundraising and donor relations for last 2 organizations. |
| Marketing | | | ✓ | Mostly through board/volunteer experience. |
| Legal | | ✓ | | General Legal Counsel has reported to me for 2/3 last organizations. |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|--|
| Risk Management | ✓ | | | Enterprise Risk Management unit has reported to me for last 3 organizations. |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|--|
| Public Relations | ✓ | | | Acted as PR point of contact for major financial/infrastructure/security issues for last 3 organizations. |
| Communications | ✓ | | | Worked closely with communication leads on issue management and communication strategies for last 4 organizations. |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | ✓ | | |
| Served on Public Board | | ✓ | | |
| Served on Not-for-Profit | ✓ | | | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | ✓ | ✓ | ✓ | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|---------------------------------------|
| Participation | ✓ | | ✓ | Planning to join Masters in the fall! |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | ✓ | ✓ | |

Questionnaire & Biography

Name

Madison Pulfer

Tell us a bit about yourself: current profession, occupation, interests

My name is Madi, I'm a lawyer working as a Prosecutor for the City of Toronto. I was a competitive swimmer from 7 years old, though the end of University. I competed Division 1 at Marshall University. After completing my undergraduate degree, I went to Osgoode Hall Law School, and have been in Toronto ever since.

In addition to practicing law, I have also maintained a connection to the sport through teaching private lessons. In my free time, I enjoy practicing yoga, playing soccer, and spending time with friends and family.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions?

Yes

If yes, what is the length of association and the scope of involvement?

I swam for NKB from ages 7-16, then swam for GO Kingfish until I was 18, and continued to compete with GO Kingfish in the summers between school until I graduated in 2018.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

I understand that Swim Ontario aims to operate the highest level provincial sports organization, encourage participation, and build community.

As someone who was a member of a Swim Ontario club for over a decade, I am well positioned to understand the challenges and joys of being a club swimmer. Having participated at regional, provincial, and national meets, and participating in Swim Ontario development camps, I know the support athletes need, and the commitment this sport takes. I believe a successful club athlete should have the best physical training and resources, but also requires emotional and community support and mentorship. All of those things should be kept at the forefront when considering policy and decision making.

As a lawyer, I am organized, resourceful, and experience in dealing with policy drafting, mediating, and solving problems. I believe the combination of my experience as a high level swimmer and my career make me someone who will be very efficient and able to jump right into this role.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario promotes and supports swimming in a number of manners.

1. Competition - Swim Ontario puts on swim meets ranging from local developmental to provincial meets where the best swimmers from across the province can compete. Competition keeps kids excited and engaged.

2. Athlete development - By ensuring that there are various levels of programs for swimmers, ranging from pre-competitive programs, to senior groups, Swim Ontario aids in making the sport more accessible. In addition, they put on development camps (such as the ones I attended as a youth swimmer) and talent identification. They also assist with creating a path for athletes to get involved with their clubs, with junior

coaching positions and coach development.

3. Inclusivity - Swim Ontario is working to make the sport more accessible. They do so through outreach and development to underrepresented groups. An example is para-swimming, which is included in both training and competition.

What role do you see for Swim Ontario in promoting high performance athletes?

Swim Ontario plays the most important role in promoting high performance athletes. While some schools have swim teams, this is not common in Ontario, and therefore all of the best swimmers come up through the club system.

Swim Ontario can and does aid and promote these athletes through identification and development, financial support, and in creating pathways to greater success, such as working with Swim Canada.

The high level/national training centres in Ontario provide opportunity for these top swimmers to compete with other high level athletes and work with some of the best coaches to ensure continued development.

Swim Ontario also aids in connecting swimmers with programs and Universities which can assist in financial support for the athletes, as well as access to better training.

I believe Swim Ontario can continue to be a resource and source of support for swimmers. Identifying potential at a young age, but also encouraging swimmers to stay in the sport. We have seen athletes like Kylie Masse continue to improve through their years of swimming. It won't always be the kid winning every 10 and under race who ends up on the olympic team. But encouraging swimmers who show enthusiasm, work ethic and promise to stay in the sport by providing resources not only to the best swimmers, but to those who show that potential would help to build more depth, and keep great athletes in the sport.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Madison Pulfer is a lifelong swimmer and passionate advocate for sport and community development. A former member of GO Kingfish, Madison trained and competed at the provincial and national level throughout high school. This dedication to the sport led to a successful NCAA Division I career at Marshall University, where she competed for four years and still holds the school record in the 500-yard freestyle.

Now a practicing lawyer with the City of Toronto, Madison brings a unique blend of athletic experience and legal expertise to the swimming community. She has a deep understanding of governance, public policy, and municipal operations, and is committed to supporting programs that foster excellence, inclusion, and athlete well-being.

With lived experience in both grassroots and high performance swimming, and a professional background rooted in public service and integrity, Madison is passionate about giving back to the sport that shaped her personal and professional journey. She is dedicated to helping Swim Ontario grow, innovate, and create meaningful opportunities for athletes, coaches, and clubs across the province.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Juris Doctor, licensed lawyer with the LSO.

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | ✓ | | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|-------------|--------------------------|-------------|-------------------|----------|
| Fundraising | | | | |
| Marketing | | | | |
| Legal | ✓ | | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|--|
| Public Relations | | ✓ | ✓ | Was a member of student government in law school. My work also requires communications between departments and with thee public. |
| Communications | | ✓ | ✓ | Was a member of student government in law school. My work also requires communications between departments and with thee public. |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|--------------------------------------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | | | ✓ | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | ✓ | | Law School Government and Committees |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|---|
| Leadership Role | | ✓ | | Have assisted with coaching young swimmers in club swimming, have also done private swim lessons. |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------------|
| Involvement | | ✓ | | former swimmer |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | ✓ | | | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | ✓ | | |

Questionnaire & Biography

Name Mark Thompson

Tell us a bit about yourself: current profession, occupation, interests

I'm a governance and leadership advisor with over 20 years of experience supporting national and provincial sport organizations across Canada. I currently serve as Chief Engagement Officer at McKinley Solutions, where I specialize in helping sports organizations strengthen their governance, strategy, and human capital practices. I also serve as Board President of the Oakville Aquatic Club and sit on several other volunteer boards and committees, including Wheelchair Rugby Canada and the Canadian Culinary Federation.

Outside of work, I'm a proud swim parent to two national-level athletes and an active participant in sport myself. I'm passionate about fostering inclusive, high-performing environments where athletes, coaches, and volunteers can thrive. I am an avid cook, woodworker and gardener as well.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

Yes. I currently serve as the Board President and have previously served as Vice President and an active member of the HR Committee for the Oakville Aquatic Club, a Swim Ontario-affiliated club. My involvement with Oakville Aquatic Club dates back to 2017, where I have held various advisory and leadership roles, supporting board and operational alignment, HR system development, and long-term strategic sustainability.

Additionally, through my role at McKinley Solutions, I have partnered with aquatic organizations, such as the North York Aquatic Club and Barrie Trojans, to support leadership development and HR strategy.

This hands-on experience with club governance, combined with my broader consulting work in the Canadian amateur sports system, provides me with a deep understanding of the Swim Ontario ecosystem and the challenges and opportunities facing its member clubs.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

Swim Ontario's mission is to develop swimming excellence across the province while ensuring accessible, safe, and inclusive opportunities for all swimmers. As a director, I would support this mission by leveraging my unique perspective, gained from multiple angles: as a coach for over 15 years, a parent of two national-level swimmers, and a governance advisor to aquatic organizations, as well as the current president of one of the largest clubs in Ontario.

My approach would focus on sustainable organizational development that serves swimmers' pathways at all levels. Through McKinley Solutions, I've learned that sports organizations thrive when they balance high-performance excellence with grassroots accessibility. I would advocate for governance frameworks

that ensure Swim Ontario can support elite pathway development while maintaining strong relationships with its community clubs. Having successfully led nominations committees at the PTSO and NSO levels, I understand how to build leadership capacity that reflects the diverse needs of swimming's stakeholders.

My commitment would be to ensure that Swim Ontario operates with the business acumen necessary for long-term sustainability, while never losing sight of its purpose: to develop swimmers, strengthen the sport we love, and nurture swimmers for life.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario serves as the critical bridge between Swimming Canada's national vision and the day-to-day reality of local clubs and community programs. Having worked directly with clubs such as Oakville Aquatic Club, North York Aquatic Club, and the Barrie Trojans, I've seen firsthand the importance of this provincial connection for sustainable swimming development.

Swim Ontario provides the governance framework, technical standards, and competitive structure that enable local clubs to focus on what they do best: coaching and developing swimmers. The organization ensures consistent coaching education, safety protocols, and competitive opportunities that would be impossible for individual clubs to coordinate independently.

Most importantly, Swim Ontario advocates upward to national bodies while supporting downward to community programs, creating a unified voice for Ontario swimming interests.

From my experience in governance across multiple sports, I recognize that strong provincial organizations, such as Swim Ontario, are what make Canadian sport work. They translate national policies into practical local implementation while ensuring community voices influence provincial and national decision-making. This role requires sophisticated organizational thinking - exactly the kind of strategic governance approach I've developed through my work with sport organizations across Canada.

What role do you see for Swim Ontario in promoting high performance athletes?

Swim Ontario essentially serves as the bridge between local swim clubs and the national team level, acting as the middle management of competitive swimming in the province.

They're the ones keeping track of who's swimming fast and making sure those kids don't get overlooked. When a swimmer starts dropping serious time at club meets, Swim Ontario helps connect them with the right coaches and competitions to keep progressing.

The organization hosts all the major provincial meets, where swimmers can qualify for larger competitions, thereby creating the "next level" opportunities that athletes need to continue improving. Without those stepping stones, there would be a huge gap between club swimming and national teams.

They also ensure that coaches are knowledgeable through their certification programs. High-performance athletes need coaches who understand the technical stuff and can handle the pressure of elite training, so having those standards matters.

Additionally, they're constantly in touch with Swimming Canada to determine which swimmers are ready to advance, ensuring that promising athletes receive recognition from the right individuals. It's really about not letting talent slip through the cracks.

They're the organization that takes swimmers from being the fastest kid at their local club to being ready for national competition. Without that provincial-level support and structure, a lot of potential Olympic swimmers would probably fade away after high school.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Mark Thompson brings a unique combination of swimming experience and governance expertise to the Swim Ontario board. As Chief Engagement Officer at McKinley Solutions, he has spent 20+ years helping

national and provincial sport organizations modernize their governance and build sustainable operations.

Mark's swimming credentials run deep. He coached for over 15 years and is the proud parent of two national-level swimmers, giving him firsthand understanding of Ontario swimming from learn-to-swim through high performance. He currently serves as Board President and HR Committee member at Oakville Aquatic Club, where he has led governance modernization and strategic planning initiatives.

Professionally, Mark has guided organizations including Canada Soccer, Rugby Canada, and Ontario Cycling through governance transformation, leadership development, and organizational excellence initiatives. He currently serves on the Human Resources & Governance Committee at Wheelchair Rugby Canada and holds board positions with the Canadian Culinary Federation and Georgian College's Golf Management Program.

Mark's approach centers on helping sport organizations think strategically about sustainability while maintaining their core mission focus. Having successfully run nominations committees at both PTSO and NSO levels, he brings rare insight into Canadian sport governance from multiple perspectives. His commitment to Safe Sport principles, equity, and inclusive leadership reflects his belief that modern sport organizations must operate professionally to serve athletes effectively.

Mark is an active cyclist, swimmer, and triathlete who understands sports from the perspectives of athlete, parent, coach, and governance.

Skills Matrix

Professional Experience

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|----------|
| Management Experience | ✓ | ✓ | ✓ | |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|----------|
| Strategic Planning | ✓ | ✓ | ✓ | |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | ✓ | ✓ | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | ✓ | ✓ | ✓ | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | | | |
| Fundraising | | | | |
| Marketing | | ✓ | | |
| Legal | | | | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|----------|
| Risk Management | | ✓ | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|----------|
| Public Relations | | ✓ | | |
| Communications | | ✓ | | |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | ✓ | | | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|----------|
| Leadership Role | ✓ | | | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | ✓ | | | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | | | ✓ | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | ✓ | ✓ | |

Questionnaire & Biography

Name Meaghan Sharp

Tell us a bit about yourself: current profession, occupation, interests

I am an Australian who moved to Canada 25 years ago, and now call Thunder Bay home. I am Registered Nurse, (Bachelor of Science, Nursing, Masters Degree in Nursing and Health Leadership, and enrolled in a Master of Business Administration), who has had the privilege to hold Senior Executive Positions in Health Care. I am currently the President and CEO of the Catholic Health Sponsors of Ontario, where I am accountable to the Vatican, for the oversight of 23 Catholic Health Care Organizations in Ontario, such as St. Michael's in Toronto.

My passion and enthusiasm for swimming is undeniable. I am a former Australian Junior swimmer (having swum at state and national meets in my beloved stroke of butterfly), and returned to this great sport 8 years ago as a Masters Ontario swimmer. My daughter (who was a competitive swimmer), was my inspiration to return to the pool, and to also become a swimming official with Swim Ontario. In addition, I am a strong relationship builder, and thus have connections to Swimming Australia.

I am avid gardener with a cutting flower garden, where I like to give away bouquets in the summertime.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

For over 10 years, I have volunteered as Swim Official with Swimming Canada, in Ontario. My daughter was a competitive swimmer with two swim clubs in Northern Ontario. I was a regular Meet Manager for one of the clubs, and played a role to encourage and support parents/family members as new Swim Officials. I am know for my swimming passion, and love nothing more to ensure swimmers have opportunities to swim, especially in Northern Ontario.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

The Mission of Swim Ontario "Best in class provincial sports organization that supports performance and participation for life", aligns with my personal mission for life. That is, a mission for a continuous healthy lifestyle, in which I contribute to my successful upbringing as a swimmer. Further, my understanding of Swim Ontario's mission, is to continue to strengthen and build upon the competitive pathway for a swimmer's journey (for both the able body and para swimmer), that is of high quality, built in a safe and supportive culture to thrive, and with an environment that provides a healthy competitive nature. The mission also reflects the impact swimming has on one's lifestyle in and out of the pool. It is a sport that is a lifelong activity physically, and one that supports and demonstrates strong values for success in life, such as team work, commitment, and integrity to name a few. The mission also

drives and guides the successful implementation of the current Strategic Plan (2021-2028), and its three priorities: 1). Performance Swimming, 2). Club Support, Engagement and Programming, and 3). Organizational Excellence, Education, and Governance.

As a Director, I would ensure I am providing insight, foresight, and oversight in conjunction with my Board colleagues, and to Swim Ontario's Leadership and staff, to ensure strategic success at all levels, organizationally, and at the Club Level. I believe I have the skill set required as a Governing Director, to support the Staff of Swim Ontario, to achieve Swimming Excellence. I am also uniquely positioned to be considered, by bringing the voice of rural and Northern Ontario, and for Equity, Diversity, and Inclusivity, as an Indigenous female. I possess strong Government Relations skills, to support the Board, CEO, and the staff of Swim Ontario, in the continued efforts of advocacy, and Safe Sports.

I would be honoured to be elected as Board Member of Swim Ontario. I am was recently the Vice-President on the Board of Swimming Canada and chaired the Marketing and Communications Committee (completed my term on the Board). Given my 23 years of executive leadership experience, the breadth and knowledge of Swimming Canada gained over the last 5 years, and ultimately my extreme passion for swimming, I believe I am a good candidate to be elected. Over my time as a Governor on the Board of Swimming Canada, I have gained experience and insight into the successes that the organization has achieved within the strategic plan, to the recognized opportunities for continuous growth and development, at both the provincial and national levels.

The core values of Commitment, Excellence, Ethical Standards, Teamwork, and People, resonate with both my personal and professional values. As a current executive leader (President and CEO), I continually strive for excellence, and hold myself and those who I am privileged to lead, to a high ethical standard. I thrive in a team, and I prioritize the teams needs above my own. I am empathetic leader, which allows me to create a supportive and safe team environment, that in turn encourages collaboration and innovation needed to be successful. I am proud to say I have helped many reach their leadership goals, therefore if elected, I will continue to share my knowledge and skills that align with the mission of Swim Ontario.

In my role as Chair of the Marketing and Communications Committee with Swimming Canada, I was and remain committed to supporting the organization, and Swim Ontario on its continuous journey to place swimming on the provincial and national sporting map, for both the para and able body swimmer. The Committee has been successful strengthening the reach to the public on the art of Swimming and profiling high performance swimmers.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario has a vital role in promoting swimming in local communities across the province. In partnership with municipal, community and swim club leadership, Swim Ontario as the provincial governing body for swimming, is positioned to successfully lead the marketing and promotion of the sport, that promotes pathways to world and Olympic performances, to the promotion of a healthy lifestyle. Swim Ontario has a role in providing to partners, a tool box of resources that support the promotion of this great sport, including at the Governance level. With over 130 affiliated clubs that are the ambassadors or the front door to Swim Ontario, it is important that Swim Ontario continues to set the clubs up for success in promotion and retention of athletes in the sport. As the governing body, it is vital to ensure the values of Swim Ontario are expressed in the marketing of the sport, with particular focus on safe, welcoming, and inclusive environments, and overall fun. It is pivotal that the message from Swim Ontario, is aligned and cascaded from the national governing body, Swimming Canada.

What role do you see for Swim Ontario in promoting high performance athletes?

The role Swim Ontario has in promoting high performance athletes, is to continue to ensure there is a strong development program/strategy, that nurtures athletes to success at multiple levels. Swim Ontario is also well positioned to market the success of high performance athletes, that will inspire and attract future athletes, to ensure its mission continues to be met.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

I am an empathetic people leader, currently working in the Health sector in Ontario, who continues to be inspired by the Canadian Olympic Swimming team, to not only achieve my personal best in swimming, but

to also give back to the sport that is near and dear to my heart. Hence, my application to join the Swim Ontario organization, to help drive high performing swimmers, now and into the future.

I possess both the professional and swimming knowledge that is required of a Board Member, with particular reference to Governance, Strategic Planning, and Corporate Risk experience. I have the ability, perseverance, and commitment to be a Board Member, to support the organization in its current strategic plan, and to continue the vision of Swimming Excellence in Ontario Swimming.

As a current Masters Swimmer, former Australian Junior Swimmer, official, and ultimately a swim mum, I have a deep appreciation of the Swimming World. I continue to be inspired by the para and able body swimmers, coaches, members, officials, volunteers, and staff, who all demonstrate the tenacity, grit, and passion that the swimming community strives to promote. As quoted by Bonnie Tsui in the book, “Why We Swim”, Canadian Swimmers demonstrate resilience by “sticking their head in the water every day, for an hour or more, year after year. That’s the challenge -not to put your head down and ignore the world, but to put your head down and absorb it”.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Registered Nurse- College of Nurses of Ontario

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|----------|
| Management Experience | ✓ | ✓ | | |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|----------|
| Strategic Planning | ✓ | ✓ | ✓ | |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|----------|
| Information Technology | | ✓ | ✓ | |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|----------|
| Human Resources | | ✓ | | |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|----------|
| Financial Management | | ✓ | ✓ | |
| Fundraising | | ✓ | ✓ | |
| Marketing | | ✓ | ✓ | |
| Legal | | ✓ | ✓ | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|----------|
| Risk Management | ✓ | | | |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|----------|
| Public Relations | | ✓ | ✓ | |
| Communications | | ✓ | | |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | ✓ | | | |
| Served on PSO Board | ✓ | | | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|----------|
| Leadership Role | ✓ | | | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | ✓ | ✓ | ✓ | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | ✓ | ✓ | | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | | ✓ | |

Questionnaire & Biography

Name Steven Hibberd

Tell us a bit about yourself: current profession, occupation, interests

As a former swimmer and lifelong learner, I'm excited for the opportunity to give back to a sport that played such a large role in my life. I deeply value goal-oriented individuals and love the commitment of the athletes and sport as a whole. More than that I love seeing how a sport can help shape people as they grow and have such a positive impact on their lives.

I'm a CPA by trade and currently work for Google where I'm responsible for the lease accounting for Google Cloud's data center buildouts. Prior to joining Google I worked at Deloitte for 8 years in their disruptive events assurance and finance advisory practices where I focused on IPO readiness, finance transformation, and post-acquisition integration projects.

Outside of work I love the outdoors and traveling with my partner Jess (we just celebrated our 10th year together), I'm always on the lookout for a new hobby (e.g. hiking and dog sitting) and I really enjoy getting to spend quality time with my newest nieces.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions? ☒ Yes

If yes, what is the length of association and the scope of involvement?

I swam throughout my undergrad at the University of Toronto and for a small period of time following my graduation (2009 - 2016). I was fortunate enough to have trained with coaches and athletes across the country (mainly, Alberta, British Columbia and Ontario).

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

☒ Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

My understanding of Swim Ontario's mission is to promote and support lifelong participation in a sport I love by fostering athlete development through best in class mentoring, trusted governance, and a strong commitment to its members.

If selected, I would support this mission by bringing a collaborative mindset and development-oriented experience to contribute to the sustainable growth of a program that supports athletes at all levels and inspires passion for the sport. With a background in both competitive swimming and accounting, I believe I'm well-positioned to contribute to long-term planning, responsible resource allocation, and to the creation of an environment where all members can thrive and grow.

I also spent time serving as one of Deloitte Canada and Deloitte Ontario's Ethics Ambassadors. I believe that integrity at the highest level is critical to building a trusted and best in class program. I would bring that same commitment and dedication to our members to support and uphold that mantra for every decision and initiative that Swim Ontario helps shape.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario plays a vital role in promoting and supporting safe, inclusive, and respectful programs throughout our communities by providing a structured environment, resources, and an equitable framework to help clubs, coaches, and athletes across generations succeed.

Through its commitment to integrity and accountability, Swim Ontario also plays a significant role by empowering local programs to foster inclusivity and lifelong participation. At the foundation of Swim Ontario’s efforts is a dedication to building lasting trust, encouraging collaboration, and promoting healthy competition for athletes of all backgrounds and abilities.

What role do you see for Swim Ontario in promoting high performance athletes?

I believe Swim Ontario's plays a significant role in promoting high-performance athletes (across all levels) by creating a lasting environment that nurtures talent, encourages excellence and supports development.

I believe in the saying “a rising tide raises all ships” because cultivating an inclusive and respected program is one of the most effective ways to foster a widespread passion for the sport while simultaneously building the competitive depth needed to push the leading edge forward. You never know where you will find a gem and if you can create love for the sport across many generations that also want to give back to the sport later in life that's a true win win.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Steven is a former competitive swimmer and shares a Canadian record in the 4x50m Freestyle Relay (Short Course) with his brother. Steven graduated from the University of Toronto with a BSc in Zoology and Genetics before obtaining his Chartered Professional Accountant (CPA) designation.

As a novice mountaineer and outdoor enthusiast, Steven brings the same discipline and focus to his professional work as he does to his pursuits outside the office. Steven has experience supporting a wide range of companies and helping Finance teams execute transformation and reporting initiatives including IPO and M&A readiness, divestitures, finance function optimization, and corporate consolidations & consolidated reporting.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Chartered Professional Accountant (CPA)

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|---|
| Management Experience | | ✓ | | Experience leading dedicated teams of 12 with multiple cross functional stakeholders and affiliated teams |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|--|
| Strategic Planning | | ✓ | ✓ | Supported development and execution of Finance function optimization initiatives (focus on resource allocation across people, processes, and technology) |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|---|
| Information Technology | | ✓ | | User - System selection for lease accounting software |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|--|
| Human Resources | | | | N/A - Only from a team training and development capacity |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|---------------------------|
| Financial Management | ✓ | ✓ | | CPA - Accounting Advisory |
| Fundraising | | | | |
| Marketing | | | | |
| Legal | | | | |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|--|
| Risk Management | | ✓ | | SOX reporting and compliance. Created materiality and risk based assessment frameworks over financial reporting processes |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|--|
| Public Relations | | ✓ | | Engaged our investor relations teams to help craft equity stories for prospective IPO clients |
| Communications | | ✓ | | Varied based on stakeholder - internal communications and alignment tone / context is vastly different than public disclosures. I'm familiar with restriction associated with non-public or need to know information |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | | | ✓ | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

Swimming Experience

| | Club Board | Coach | Employee | Comments |
|-----------------|------------|-------|----------|-------------------------------|
| Leadership Role | | | | Only capacity is as a Swimmer |

| | Executive | Board | Employee | Comments |
|-------------------|---------------------|---------------------|----------------------|---|
| Swim Ontario | | | | Only as a swimmer |
| | Parent | Swimmer | Official | Comments |
| Involvement | | ✓ | | Swam for 15 years |
| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
| Participation | ✓ | ✓ | ✓ | Love the sport and spectating races |
| | Team Member | Lifelong Training | Olympian | Comments |
| Sports Values | ✓ | ✓ | ✓ | I value inclusivity and opportunity. But respect the dedication, commitment and drive it takes to become a high-performance athlete |
| | Participant | Administrator/Coach | Governor/Official | Comments |
| Sports Experience | ✓ | | | |

Questionnaire & Biography

Name Thomas Miller

Tell us a bit about yourself: current profession, occupation, interests

Originally from Sydney, Australia, I'm a former member of the Australian Swim Team and former short-course national champion in the 50m and 100m freestyle. I now reside in Ottawa with my family, where I continue my involvement in the sport by training regularly with the ROC Swimming Masters Swim Team.

In 2011, I had the unique opportunity to train with the High Performance Centre team at the University of Toronto under the guidance of John Rodgers, Byron MacDonald, and Linda Kiefer. Their generosity provided valuable exposure to the highest levels of Canadian swimming and further strengthened my connection to the sport.

Professionally, I hold a PhD in Civil Engineering from the University of Sydney and am currently employed as a Senior Project Manager at AECOM Canada. With over 15 years of experience in research and consulting, I lead the design and delivery of major transit and transportation projects. My role includes accountability for overall project performance, strategic planning, and commercial management.

My lifelong involvement in swimming—across both elite and community levels—combined with my professional expertise in governance, strategy, and execution, gives me a unique perspective on how to support and strengthen the swimming community in Ontario.

Outside of work and swimming, I enjoy spending time with my family and exploring a wide range of sports through my children, particularly winter activities like skiing. I also participate recreationally in triathlon and running.

Have you been involved with Swim Ontario or one of its affiliated clubs/regions?

If yes, what is the length of association and the scope of involvement?

I have been a member of ROC Swimming in Ottawa for the past two years, training with their Masters team. Prior to that, I trained with the North Toronto Masters for approximately a year. These experiences have allowed me to stay actively involved in the swimming community and maintain a strong connection to the sport.

In 2013, I also had the opportunity to train with the High Performance Centre at the University of Toronto, where I was welcomed into the Canadian high-performance swimming environment. This gave me valuable exposure to Swim Canada and Swim Ontario's athlete development system and a deeper appreciation for the structure supporting competitive swimming in the province.

Through this opportunity to serve on the Swim Ontario Board, I'm seeking to expand the scope of my involvement and contribute more meaningfully to the sport that has played such a significant role in my life. I'm eager to give back by supporting the continued growth, sustainability, and excellence of swimming in Ontario.

Are you able to devote the time and effort necessary?

Monthly Time Commitment:

- 1-3 hours Board Meetings
- 1-2 hours Committee Meetings
- 1-2 hours Reading Material
- 2-4 hours attending other events

Yes

Summarize your understanding of the mission of Swim Ontario and how you would support these in your role as a director.

My understanding is that Swim Ontario's mission is to champion excellence and participation in swimming across the province by developing athletes, coaches, and clubs in a safe, inclusive, and performance-driven environment. The organization plays a critical role in providing leadership, governance, and support systems that promote long-term athlete development, competitive success, and lifelong engagement with the sport.

As a director, I would support this mission by drawing on both my elite-level swimming experience and my professional expertise in commercial management, strategic planning, and risk management. I bring a deep appreciation for the athlete pathway - having experienced it firsthand - as well as a systems-based approach to delivering complex, high-stakes outcomes, which can help guide Swim Ontario's strategic priorities, operational planning, and organizational resilience.

I would also be committed to promoting a culture of inclusion, accountability, and sustainability - ensuring Swim Ontario continues to support its clubs, coaches, and athletes at every level of the sport, from grassroots participation to international podiums.

How would you describe the role that Swim Ontario plays in promoting and supporting swimming in the local communities?

Swim Ontario plays a critical role in supporting swimming across local communities by guiding a diverse network of clubs, athletes, coaches, and volunteers. Through leadership and strategic support, the organization works to create inclusive, safe, and welcoming environments that promote participation for life. By investing in club development, providing educational resources, and fostering community partnerships, Swim Ontario strengthens the foundation of the sport and helps grow membership across all regions.

Aligned with its vision of being a world leader in swimming excellence at all levels, Swim Ontario supports both performance and participation by enhancing athlete development pathways, mentoring coaches, and expanding competitive opportunities. The organization's focus on performance identification, age-appropriate training, and outreach programming ensures that athletes across Ontario are nurtured from grassroots to high performance in a sustainable, athlete-centered way.

What role do you see for Swim Ontario in promoting high performance athletes?

I see Swim Ontario as playing a critical and far-reaching role in promoting high-performance athletes by ensuring a sustainable talent pipeline and providing holistic support for athlete development. Through strategic investment in performance pathways, the organization enables access to high-quality coaching, training environments, competition structures, and developmental opportunities aligned with the Athlete Development Matrix.

Its efforts include enhancing provincial competitive strategies, fostering strong athlete-coach relationships, and supporting athletes as they progress through targeted performance tiers. Swim Ontario also collaborates closely with clubs, regional training centres, and post-secondary institutions to create a seamless, long-term development system. This integrated approach ensures that Ontario athletes are well-positioned for success at national and international levels.

Please complete a short bio of approximately 200 words. Your completed Questionnaire and Bio will be published online in full and made available to the Swim Ontario Membership prior to the Board of Directors Elections at the annual Swim Ontario AGM.

Originally from Sydney, Australia, I am a former member of the Australian Swim Team and national short-course champion in the 50m and 100m freestyle. In 2011, I trained with the High Performance Centre in Toronto and, having since relocated permanently to Canada, I continue my involvement in the sport through Masters swimming. I currently train with the ROCS Masters Swim Team in Ottawa.

Professionally, I hold a PhD in Civil Engineering and work as a senior project manager in the infrastructure

sector. I have over 15 years of research and consulting experience and currently lead the delivery of large, complex transit and transportation projects. In this role, I manage multidisciplinary engineering teams and oversee key areas such as strategy, risk, scheduling, quality, and commercial performance.

Swimming has played a central role throughout my life, and I'm passionate about contributing to its continued success in Ontario. I believe in supporting both the grassroots and high-performance levels of the sport and bring a unique perspective shaped by my international swimming background and leadership experience. I'm committed to helping Swim Ontario grow its impact, and I would be honoured to serve on the Board of Directors and give back to a sport that has given me so much.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Professional Designations:

Chartered Professional Engineer (CPEng) – Engineers Australia

Professional Engineer (PEng) – Professional Engineers Ontario

Member – Design-Build Institute of America (DBIA)

Academic Qualifications:

Doctor of Philosophy (PhD), Civil Engineering – University of Sydney

Bachelor of Engineering (BEng), Civil Engineering (First Class Honours) – University of Sydney

| | Senior Manager | Middle Manager | Owner Operator | Comments |
|-----------------------|----------------|----------------|----------------|---|
| Management Experience | ✓ | ✓ | | I am senior project leader and people manager |

| | Wrote/Designed | Developed | Implemented | Comments |
|--------------------|----------------|-----------|-------------|--|
| Strategic Planning | | ✓ | ✓ | I am actively involved in developing and executing strategic project plans, as well as implementing corporate-level strategic plans. |

| | Developer | Work Experience | Personal User | Comments |
|------------------------|-----------|-----------------|---------------|---|
| Information Technology | | ✓ | | Strong technical background, and working knowledge of various programming languages and software platforms. |

| | Manager | Support Position | Personal User | Comments |
|-----------------|---------|------------------|---------------|--|
| Human Resources | | | ✓ | People manager with a number of direct reports, I need to follow and implement company HR policies and practices |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|----------------------|--------------------------|-------------|-------------------|---|
| Financial Management | | ✓ | | I am responsible for the overall financial management of large-scale projects |
| Fundraising | | | ✓ | Involved in various fundraising activities, primarily when I lived in Australia and through my involvement in the surf lifesaving movement and through founding a non-profit organization to support my former high-school's rugby program. |

| | Professional Designation | Job Related | Volunteer Related | Comments |
|-----------|--------------------------|-------------|-------------------|---|
| Marketing | | ✓ | | Some engagement with marketing through my employment, especially for RFQs and for ongoing social posts about project progress and milestones. |
| Legal | | ✓ | | In my professional role, I am required to work closely with in-house and external counsel on various issues |

| | Extensive Experience | Some Experience | Limited Experience | Comments |
|-----------------|----------------------|-----------------|--------------------|--|
| Risk Management | ✓ | | | In my professional role, I work closely with our in-house risk management and project teams to constantly assess, analyze, monitor and mitigate risk on large-scale projects |

| | Extensive Professional Experience | Some Professional Experience | Volunteer Experience | Comments |
|------------------|-----------------------------------|------------------------------|----------------------|---|
| Public Relations | | | | |
| Communications | | | | Some engagement with communications through my employment, especially for RFQs and also for internal communications to large project-teams and executive level reporting. |

Board Experience

| | More than five years | Less than five years | No Experience | Comments |
|----------------------------------|----------------------|----------------------|---------------|----------|
| Served on Corporate Board | | | ✓ | |
| Served on Public Board | | | ✓ | |
| Served on Not-for-Profit | | | ✓ | |
| Served on PSO Board | | | ✓ | |
| Served on Swim Ontario Committee | | | ✓ | |
| Served in Elected Office | | | ✓ | |

| | Parent | Swimmer | Official | Comments |
|-------------|--------|---------|----------|----------|
| Involvement | | ✓ | | |

| | Competitive Swimmer | Masters Swimmer | Recreational Swimmer | Comments |
|---------------|---------------------|-----------------|----------------------|----------|
| Participation | ✓ | ✓ | | |

| | Team Member | Lifelong Training | Olympian | Comments |
|---------------|-------------|-------------------|----------|----------|
| Sports Values | ✓ | ✓ | | |

| | Participant | Administrator/Coach | Governor/Official | Comments |
|-------------------|-------------|---------------------|-------------------|----------|
| Sports Experience | ✓ | | | |