

RECOMMENDED CANDIDATES FOR BOARD OF DIRECTORS 2026-2027

BACKGROUND:

This year, the Nominations Committee received 5 applications for 3 vacancies on the Board. A review of the skills matrix of remaining Board members identified important gaps in legal, information technology, general business and finance experience.

The Committee feels strongly that the recommended candidates offer valuable professional experience and demonstrate personal aptitudes that address the needs of the Board. While the Committee would like to acknowledge the volunteerism and passion demonstrated by all candidates, the three candidates being recommended have illustrated experiences and qualifications required by the Board in its skills needs as well as having shown an exceptional level of dedication to the sport of swimming.

This year, the Nominations Committee recommends a candidate for every open seat.

RECOMMENDED CANDIDATES AND REASONS:

(IN ALPHABETICAL ORDER)

Ahmed Abdelfattah

Ahmed's key strengths lie in the combination of lived swimming experience, proven governance leadership, and strong professional expertise in risk, technology, strategic planning, and organizational change. As a former competitive swimmer, long-serving Level 5 official, current Swim Ontario Board member, Chair of the Audit and Risk Committee, and contributor to the Policy & Governance Committee, he brings a deep understanding of the sport from athlete, official, parent, volunteer, and director perspectives. His professional background as a Director of Technology Services, together with his experience in financial oversight, project leadership, policy development, and risk management, positions him to contribute sound judgment, disciplined oversight, and strategic thinking at the Board table.

Andrea Jurenovskis

Andrea's key strengths are her deep lived experience in Ontario swimming, her sound judgment as a lawyer, and her proven commitment to sport governance through three years of service on the Swim Ontario Board. Having been an elite competitive swimmer, university athlete, coach, and current Board member, she understands the swimmer pathway from multiple perspectives and can contribute meaningfully to decisions that support both participation and performance. Her legal background in litigation, administrative law, policy, and operational advice strengthens her ability to assess risk, interpret complex issues, support effective governance, and develop practical, principled solutions. Andrea brings a balanced, thoughtful, and mission-focused perspective that makes her a strong candidate to continue serving on the Board of Directors of Swim Ontario.

James McGrath:

James's key strengths are his combination of senior financial leadership, disciplined risk management, practical club governance experience, and deep commitment to the swimming community. His 20-year capital markets career has equipped him with strong analytical judgment, fiduciary discipline, regulatory awareness, and the ability to make calm, objective decisions under pressure, while his service as Treasurer and now President of the Pickering Swim Club demonstrates hands-on understanding of the challenges faced by member clubs, volunteers, coaches, officials, and athletes. As a Level V Master Official, he also brings credibility on the pool deck and a strong appreciation for fair competition, safe sport, and volunteer development. This blend of executive oversight and grassroots experience makes James a strong candidate for the Swim Ontario Board of Directors.



2026 Call For Nominations

Swim Ontario Board of Directors

Questionnaire & Biography

Name

Ahmed Abdelfattah

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

Ahmed Abdelfattah is a former competitive swimmer with 14 years of experience, representing Egypt at both national and international levels from 1992 to 1996. After moving to Canada, he remained actively involved in the aquatic community while his daughter trained with various swimming clubs in Ottawa for seven years, before she transitioned to pursue a career in water polo.

In 2014, Ahmed began his journey as a swimming official, progressing through all certification levels and achieving Level 5 status in 2018. Over the years, he has consistently contributed to Swimming Canada competitions at all levels, including regional, provincial, national championships, Olympic trials, and as part of the World Cup teams in 2022 and 2025. This year marks his 12th season as an active member of the Swimming Canada community.

At the governance level, Ahmed has served as a Swim Ontario Board Member for the past two years, where he leads the Audit and Risk Committee. He has also held various leadership roles across clubs and organizations, including Director-at-Large, Treasurer, and Vice President for both swimming and water polo clubs. In addition, he currently contributes as a member of the Swim Ontario Policy & Governance Committee.

Professionally, Ahmed is a Director of Technology Services at one of the world's leading renewable energy companies, where he leads the planning and execution of key strategic initiatives and projects. He brings extensive experience in risk management, change management, project and program leadership, budget management, policy development, organizational design, and business planning.

Outside of his professional and volunteer commitments, Ahmed's interests include swimming officiating, attending water polo matches, and range shooting.

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?

As mentioned above, In 2014, I started my involvement with swimming community through being a swimming official, moving up through all the levels until I completed my level 5 in 2018.

Throughout all the past years, I was always a part of all Swim Canada competitions including regionals, provincials, nationals, trials as well as the 2022 & 2025 World cup team.

At the governance level, I have served as a Swim Ontario Board Member for the past two years, where I lead the Audit and Risk Committee. I have also held various leadership roles across clubs and organizations, including Director-at-Large, Treasurer, and Vice President for both swimming and water polo clubs. In addition, I am currently contributing as a member of the Swim Ontario Policy & Governance Committee.

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 is a non-profit organization that oversees competitive swimming in the province of Ontario, Canada. Its mission is to promote and develop the sport of swimming by providing leadership, support, and resources to athletes, coaches, and clubs.

As a director at Swim Ontario, My role would involve supporting the organization's mission in several ways. Firstly, I would contribute to the development and implementation of strategic plans and policies that align with the organization's goals. This may include participating in board meetings, providing input on key decisions, and ensuring that the organization operates in a manner that promotes the growth and success of swimming in Ontario.

Secondly, I would be responsible for overseeing the financial management of Swim Ontario. This would involve monitoring and approving budgets, ensuring financial sustainability, and making informed decisions regarding funding allocations to support programs, events, and initiatives that benefit athletes and clubs.

Additionally, as a director, I would play a crucial role in fostering strong relationships with stakeholders, including athletes, coaches, clubs, and other swimming organizations. This would involve collaborating with these groups to identify their needs, address any challenges, and develop initiatives that enhance the overall swimming experience in Ontario.

Furthermore, I would be expected to advocate for the sport of swimming and promote its benefits to the broader community. This could involve engaging with government officials, sponsors, and the media to raise awareness, secure funding, and create opportunities for growth and development.

Overall, My role as a director at Swim Ontario would involve providing leadership, strategic guidance, and operational oversight to support the organization's mission of promoting and developing competitive swimming in Ontario.

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

Swim Ontario is the governing body for competitive swimming in the province of Ontario, Canada. Its primary role is to promote and support swimming in local communities by providing leadership, resources, and programs to athletes, coaches, officials, and clubs.

One of Swim Ontario's main objectives is to develop and nurture competitive swimmers at all levels, from grassroots to elite. They do this by organizing and sanctioning swim meets and competitions throughout the province, which provide opportunities for swimmers to showcase their skills and compete against their peers. Swim Ontario also establishes and enforces the rules and regulations of competitive swimming, ensuring fair play and safety for all participants.

Swim Ontario is committed to supporting the growth and development of clubs and coaches. They offer training and certification programs for coaches and officials, ensuring that they have the necessary skills and knowledge to provide quality coaching and officiating. Swim Ontario also provides resources and guidance to clubs, helping them to establish and maintain effective programs and operations.

In addition to promoting competitive swimming, Swim Ontario also focuses on increasing participation in the sport and promoting a healthy and active lifestyle. They offer programs such as Learn to Swim and Swim for Life, which aim to teach swimming skills to individuals of all ages and abilities. Swim Ontario also collaborates with other organizations and stakeholders to advocate for the importance of swimming and water safety in the community.

Overall, Swim Ontario plays a vital role in promoting and supporting swimming in local communities by providing leadership, resources, and programs that help develop athletes, coaches, and clubs, while also increasing participation and promoting the benefits of swimming.

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

Swim Ontario plays a crucial role in promoting high-performance athletes in the sport of swimming. Here are some key aspects of Swim Ontario's role:

1. **Talent Identification and Development:** Swim Ontario identifies and nurtures talented swimmers at a young age through various programs and initiatives. This includes identifying potential athletes, providing training opportunities, and supporting their development through coaching and technical expertise.
2. **Coaching and Athlete Support:** Swim Ontario works closely with coaches to provide them with the necessary resources, education, and support to train and develop high-performance athletes. This includes organizing coaching clinics, mentorship programs, and providing access to sports science and sports medicine services.
3. **Competition and Performance Pathways:** Swim Ontario establishes a structured competition pathway that allows athletes to progress from local meets to provincial, national, and international competitions. This pathway provides athletes with the opportunity to compete against top-level swimmers and gain valuable experience.
4. **Funding and Scholarships:** Swim Ontario offers financial support to high-performance athletes through various funding programs and scholarships. This helps athletes cover training expenses, travel costs, and other related expenses, enabling them to focus on their athletic development.
5. **Partnerships and Collaboration:** Swim Ontario collaborates with various stakeholders, including Swim Canada, other provincial swim associations, and sport organizations, to create a supportive and competitive environment for high-performance athletes. This includes sharing best practices, coordinating training camps, and facilitating athlete exchanges.

Overall, Swim Ontario's role in promoting high-performance athletes is to identify, develop, support, and provide opportunities for swimmers to reach their full potential at the provincial, 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.

Ahmed Abdelfattah is a former competitive swimmer with 14 years of experience, representing Egypt at national and international levels between 1992 and 1996. After moving to Canada, he remained active in aquatics while his daughter swam competitively in Ottawa for seven years before transitioning to water polo.

In 2014, Ahmed became a swimming official, progressing through all certification levels and achieving Level 5 in 2018. He has since been actively involved in Swimming Canada events at regional, provincial, national levels, and Olympic trials, as well as contributing to World Cup teams in 2022 and 2025. He is now in his 12th season within the Swimming Canada community.

Ahmed currently serves as a Swim Ontario Board Member, where he leads the Audit and Risk Committee, and also contributes to the Policy & Governance Committee. His leadership experience includes roles such as Director-at-Large, Treasurer, and Vice President across swimming and water polo organizations. Professionally, Ahmed is a Director of Technology Services in a global renewable energy company, with expertise in risk, change, and project management, as well as policy development. His interests include officiating, water polo, and range shooting.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

PMP
Agile Risk Master
PgMP
MBA (Major Strategic Management and Minor International Marketing)

	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	✓	✓	✓	

	Team Member	Lifelong Training	Olympian	Comments
Sports Values	✓			

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

Diversity Profile

	Female	Male	Non-Binary	Other	Prefer Not to Answer
Gender		✓			

	Yes	No	Prefer Not to Answer
LGBTQ2S+		✓	
Person of Colour	✓		
Indigenous		✓	
Person with Disability		✓	

	Adult	Youth (18-30)	Senior (65+)
Age	✓		

I consent to the use and disclosure of the information in this questionnaire (other than the Diversity, Equity, and Inclusion data) for the purposes of the 2026 Swim Ontario Board of Directors Election.

Yes

Diversity, Equity, and Inclusion Data

I consent to the disclosure of the Diversity, Equity, and Inclusion data submitted as a part of this questionnaire for the purposes of the 2026 Swim Ontario Board of Directors election



2026 Call For Nominations

Swim Ontario Board of Directors

Questionnaire & Biography

Name Peter Akman

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

Absolutely – here's a revised version with the journalism background kept in:

I am a communications and stakeholder relations executive with a background in journalism, corporate communications, media strategy and issues management. I currently lead stakeholder relations, communications and media relations for Baffinland Iron Mines, and have also advised organizations across sectors on reputation, public affairs, crisis communications and community engagement.

Before moving into corporate communications, I spent nearly two decades as a national reporter and foreign correspondent with CTV and CBC News, including work on major national and international stories. That experience shaped how I approach leadership: with clear communication, preparation, accountability and the ability to bring people together around complex issues.

Swimming has been a major part of my life for as long as I can remember. I grew up swimming in Ottawa with GO Kingfish and the Nepean-Kanata Barracudas before earning a full athletic scholarship to Simon Fraser University, where I was a four-time NCAA All-American. I also competed at the Canadian national level and participated in the 1996 and 2000 Olympic Trials.

Today, I remain closely connected to the sport as a swim parent. My son is a provincial-level swimmer with Crest Swimming in Toronto, which gives me a current, front-line view of the opportunities and pressures facing swimmers, families, coaches and clubs in Ontario.

My interests include athlete development, strong club systems, mentorship and the role swimming can play in building confidence, discipline and community for young people. I would welcome the opportunity to contribute my professional communications experience, governance perspective and lifelong connection to swimming to support Swim Ontario's continued growth.

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 Swim Ontario and its affiliated clubs both as a former athlete and now as a swim parent.

I grew up swimming in Ottawa with GO Kingfish and the Nepean-Kanata Barracudas, which gave me a strong foundation in competitive swimming and a first-hand appreciation for the role Ontario clubs play in developing athletes. That experience helped lead to a full athletic scholarship at Simon Fraser University, where I became a four-time NCAA All-American, and to competing at the Canadian national level and Olympic Trials.

Today, I remain connected to the Ontario swimming community through my son, who is a provincial-level swimmer with Crest Swimming in Toronto.

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 support swimming excellence at every level, from young swimmers just starting out to athletes competing nationally and internationally. It is also about making sure clubs, coaches, officials, families and athletes have the support they need to keep the sport strong, safe and accessible across the province.

As a director, I would bring the perspective of someone who has lived the sport in different ways: as an Ontario club swimmer, a national-level athlete, and now as the parent of a provincial-level swimmer. I understand how important strong clubs, good coaching, fair competition and clear communication are to the success of swimmers and families.

I would also bring my professional background in journalism, communications, stakeholder relations and issues management. I think that experience would help support Swim Ontario in building trust, communicating clearly with members, listening to clubs and families, and helping the organization navigate challenges.

Most of all, I care about seeing swimming continue to grow in Ontario. I would want to help create an environment where athletes can chase big goals, enjoy the sport, feel supported, and develop the confidence and discipline that swimming can provide for life.

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

Swim Ontario plays an important role in connecting the provincial swimming system to local communities. While the day-to-day experience happens at the club level, Swim Ontario helps create the structure that allows clubs, coaches, officials and athletes to succeed.

It supports local swimming by setting standards, organizing competition pathways, promoting safe sport, supporting coach and official development, and helping clubs deliver a positive experience for swimmers and families. In many ways, Swim Ontario helps make sure that whether a swimmer is just learning to compete or trying to reach the national level, there is a clear and supportive path for them.

At the community level, that matters because swim clubs are about more than results. They give young people a place to belong, build confidence, learn discipline, make friends and develop life skills. I see Swim Ontario's role as helping local clubs create those opportunities while also making the sport stronger, safer, more inclusive and more accessible across the province.

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

Swim Ontario has an important role to play in helping high-performance athletes see a clear pathway from club swimming to provincial, national and international success. That means supporting strong competition opportunities, athlete development, coaching excellence, team experiences, and the kind of standards that help Ontario swimmers challenge themselves against the best.

At the same time, high performance does not happen in isolation. It starts in local clubs, with good coaching, supportive families, committed officials and a system that helps athletes stay motivated and

healthy as the demands increase. Swim Ontario can help by making sure athletes have access to the right opportunities at the right stages of their development, while also keeping the focus on long-term growth, not just short-term results.

On a personal level, I know how important that pathway can be. I started as a club swimmer in Ontario with GO Kingfish and the Nepean-Kanata Barracudas, and that experience helped me earn a full athletic scholarship to Simon Fraser University, become a four-time NCAA All-American, and compete at Olympic Trials. Now, as the parent of a provincial-level swimmer, I see that pathway from a different perspective. I understand both the dreams athletes have and the pressure that can come with chasing them.

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.

Peter Akman is a communications and stakeholder relations executive with a lifelong connection to competitive swimming in Ontario. He currently leads stakeholder relations, communications and media relations for Baffinland Iron Mines and has extensive experience in journalism, public affairs, issues management, crisis communications and community engagement.

Before moving into corporate communications, Peter spent nearly two decades as a national reporter and foreign correspondent with CTV and CBC News, covering major stories in Canada and around the world. That experience shaped his belief in clear communication, accountability, preparation and bringing people together around complex issues.

Swimming has been a major part of Peter's life since high school. He swam in Ottawa with GO Kingfish and the Nepean-Kanata Barracudas before earning a full athletic scholarship to Simon Fraser University, where he became a four-time NCAA All-American. He also competed at the Canadian national level and participated in the 1996 and 2000 Olympic Trials.

Today, Peter remains closely connected to the sport as the parent of a provincial-level swimmer with Crest Swimming in Toronto, and he still occasionally competes in Masters events. He is passionate about supporting strong clubs, athlete development, high-performance pathways, access to sport and a positive swimming experience for athletes, families, coaches and officials across 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	✓			
Served on Public Board			✓	

	More than five years	Less than five years	No Experience	Comments
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	✓	✓	✓	

Diversity Profile

	Female	Male	Non-Binary	Other	Prefer Not to Answer
Gender		✓			

	Yes	No	Prefer Not to Answer
LGBTQ2S+		✓	
Person of Colour	✓		
Indigenous		✓	
Person with Disability		✓	

	Adult	Youth (18-30)	Senior (65+)
Age	✓		

I consent to the use and disclosure of the information in this questionnaire (other than the Diversity, Equity, and Inclusion data) for the purposes of the 2026 Swim Ontario Board of Directors Election.

Yes

Diversity, Equity, and Inclusion Data

I consent to the disclosure of the Diversity, Equity, and Inclusion data submitted as a part of this questionnaire for the purposes of the 2026 Swim Ontario Board of Directors election



2026 Call For Nominations

Swim Ontario Board of Directors

Questionnaire & Biography

Name

Andrea Jurenovskis

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

I was born and raised in Northern Ontario (Timmins); and, although I now call Ottawa home, I am still closely connected to my northern roots and visit often.

I am now a lawyer with the Canadian Government, practising primarily in litigation, administrative law, and transportation law. I also provide advice on legal, policy, and operational matters; giving opinions on the application of the law and its impacts on program delivery.

I may be a lawyer by trade, but at heart, I will always be a swimmer. The sport had a defining role in my life, and participation on the Board of Swim Ontario has continued to contribute to my growth as a person and a professional.

As a busy mom of two energetic young children, I am always trying to keep up; but participation on the Board has given me an outlet and it has truly become a passion of mine. Serving on the Board over the past three years has filled a space in my life that I have felt since retiring from the sport over a decade ago. Swimming has given me so much, and it is a privilege to give back in a way that helps support and strengthen the swimming community for current and future athletes.

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 spent my childhood from the age of 5-18 swimming competitively for the Timmins Marlins Swim Club in the North Eastern Ontario Region (NEOR).

I then attended the University of Toronto and swam for the U of T Blues from 2008-2013 and competed during the club season with the Toronto Swim Club.

During Law School, I coached with the GO Kingfish for a season, and afterwards, in 2019-2020 I coached the University of Ottawa Gee-Gees.

I am no longer associated with any clubs or regions, but I have been a Board Member of Swim Ontario for 3 years.

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 is "to be a best-in-class provincial sport organization that supports performance and participation for life".

My understanding of what this means is that Swim Ontario, as an organization, aims to achieve the highest standards and, indeed, be a model organization for other PSO's in terms of operations, leadership, and governance. This, with the ultimate goal of supporting and delivering high performance (athletes, coaches, programs) and community participation, encouraging continued participation throughout an athlete's life (from age-group to Masters swimming).

I would support this mission by bringing a unique perspective to board discussions and decision-making. This perspective is unique in that I wore many hats over the course of the years; not only was I an elite competitive swimmer, but an age-group and university coach, and now a Board Member of Swim Ontario for the last 3 years. My perspective may also be unique by the fact that I provide an independent point of view, as I am not, nor have I been affiliated with any clubs for several years. Members can therefore be assured that I am acting in the sole interest of Swim Ontario.

Moreover, I believe that my experience as a lawyer and former Board Member has trained me to be contribute to effective governance oversight, helping Swim Ontario to remain a "best-in-class" organization by supporting reasoned decision-making and the development and review of policies.

Combined with my lived experience in the swimming world, my perspective as a lawyer and Board Member allows me to bridge the governance and participation sides of Board work, permitting me to support the organizations goal of providing environments where athletes can perform at their best, participate at their leisure, and overall, thrive in the sport.

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

Swim Ontario plays a crucial role in both promoting and supporting swimming in the local communities. Not only does it provide programming and a competition platform for local clubs, but it is taking on a leading role in the advocacy of new pools in the province with it's involvement in the Aquatic Sport Council.

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

While the national sport body is the one who names and provides programming for a lot of the high performance athletes, that program depends entirely on grassroot development and support from the provincial sport organizations, such as Swim Ontario. But, more than that, Swim Ontario provides it's own programming which is the basis for all high performance athletes originating in the province. As obvious examples, without Swim Ontario's support and programming, there would be no Summer MacIntosh or Josh Liendo - two of Canada's most decorated female and male swimmers of the current generation. In summary, I see Swim Ontario's role in promoting high performance athletes as one of support and programming permitting swimmers who have demonstrated talent to fully explore and develop that talent. While it may be argued that only a small percentage of swimmers benefit from this direct investment in high performance, I would counter the argument by stating that the success and international notoriety that these swimmers now have brings attention to our sport, which benefits everyone.

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.

Andrea's connection to swimming spans nearly her entire life. From the age of five to eighteen, she competed with the Timmins Marlins Swim Club in the North Eastern Ontario Region (NEOR), sparking a lifelong passion. She went on to attend the University of Toronto, swimming for the U of T Varsity Blues from 2008 to 2013 while also competing with the Toronto Swim Club. Andrea was a USports (CIS) champion in the 50 and 100 backstroke and provincial team members for several years.

Following her competitive career, Andrea remained actively involved in the sport through coaching, including a season with the GO Kingfish during law school and later with the University of Ottawa Gee-Gees in 2019–2020. For the past three years, while no longer affiliated with a club or region, she has continued to give back to the swimming community through her service as a Board Member of Swim Ontario.

Professionally, Andrea is a lawyer with the Government of Canada, practising in litigation, administrative law, and transportation law. She brings to the Board a unique combination of athlete, coach, governance, and legal experience. Her strategic thinking, governance expertise, and deep understanding of the swimmer pathway enable her to contribute meaningfully to Swim Ontario's long-term success and to the continued growth of the sport across the province.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Bachelors of Arts, Licenciata in Law (Civil law degree), Juris Doctor (Common Law degree)

	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			✓	

	More than five years	Less than five years	No Experience	Comments
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	✓	✓	✓	

Diversity Profile

	Female	Male	Non-Binary	Other	Prefer Not to Answer
Gender	✓				

	Yes	No	Prefer Not to Answer
LGBTQ2S+		✓	
Person of Colour		✓	
Indigenous		✓	
Person with Disability		✓	

	Adult	Youth (18-30)	Senior (65+)
Age	✓		

I consent to the use and disclosure of the information in this questionnaire (other than the Diversity, Equity, and Inclusion data) for the purposes of the 2026 Swim Ontario Board of Directors Election.

Yes

Diversity, Equity, and Inclusion Data

I consent to the disclosure of the Diversity, Equity, and Inclusion data submitted as a part of this questionnaire for the purposes of the 2026 Swim Ontario Board of Directors election



2026 Call For Nominations

Swim Ontario Board of Directors

Questionnaire & Biography

Name

James McGrath

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

PROFESSIONAL BACKGROUND AND STATUS

I am a retired capital markets executive, following a distinguished 20-year career managing multi-billion-dollar derivative and fixed-income portfolios with Manulife Financial. Most recently, I served as Head of Collateral and Derivatives Portfolio Management. My day-to-day work specialized in corporate risk management, liquidity architecture, and regulatory compliance.

Operating in global capital markets required quick analytical assessment and the ability to execute complex strategies under pressure. This background has trained me to remain completely analytical, objective, and composed when managing complex organizational issues or strict regulatory deadlines.

Rather than viewing risk management as a theoretical exercise, my career has been defined by actively identifying, quantifying, and mitigating systemic and institutional risks in real time. My goal is to leverage this combination of financial oversight, risk management, and operational decision-making to build a resilient, safe, and stable competitive environment across the province.

SPORT GOVERNANCE, LEADERSHIP, AND OFFICIATING

I have a well-rounded understanding of competitive swimming in Ontario, having served as a club leader, financial steward, and on-deck official. I am the active President of the Pickering Swim Club, guiding our strategic planning and long-term club sustainability. Prior to this role, I served as the club's Treasurer from 2021 to 2024. In this capacity, I maintained direct oversight of the club's finances, structured operational budgets, and ensured transparent practices—skills that map directly onto the fiduciary responsibilities of a provincial board.

On the pool deck, I am a certified Level V Master Official as of April 2026. This tier of officiating provides me with a deep practical understanding of Swimming Canada and Swim Ontario rules, sanctioning compliance, and safe sport environments. Rather than viewing this as having all the answers, I recognize that our sport is always evolving, and I treat officiating as a continuous learning process. My focus on deck is centred on collaboration, problem-solving, and mentoring of emerging grassroots officials across our region.

INTERESTS AND ALIGNMENT

My volunteer and personal interests are firmly rooted in the long-term health, safety, and operational resilience of amateur sports. Having transitioned out of the corporate world, my focus now is giving back to swimming. I am passionate about ensuring that the structures supporting our sport—from local club budgets to provincial rule applications—are collaborative and transparent.

My values align directly with Swim Ontario's commitment to responsible governance, teamwork, and safe sport environments. I view sports governance as a supportive partnership designed to help clubs thrive, reduce volunteer burnout, and keep the competitive pathway clear. I look forward to leveraging my real-world risk management experience and pool-deck reality to support Swim Ontario's strategic goals.

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 active association with the Pickering Swim Club spans nearly eight years, beginning in the autumn of 2018. Over this period, my involvement has progressed through grassroots officiating, financial board stewardship, and club governance.

My journey began on October 11, 2018, when I qualified as a Level I official after taking in-person timekeeper training under the mentorship of the late Paul Corkum. As pools reopened following the pandemic, I deepened my commitment by joining the Pickering Swim Club Board of Directors, serving as Board Treasurer from 2021 to 2024. In this volunteer capacity, I maintained direct fiduciary oversight, structured operational budgets, and ensured transparent financial practices aligned with non-profit standards.

Alongside my financial board work, I advanced through the national officiating pathway:

- Level II Certification: Earned April 2, 2023
- Level III Certification: Earned March 1, 2024
- Level IV Designation: Earned March 29, 2025
- Level V Master Official: Reached April 25, 2026

In 2025, I rejoined the Pickering Swim Club as the active President. My current scope of involvement focuses on overarching organizational leadership, facility and lane-space relationships with municipal management, coach retention, and minimizing volunteer burnout. This timeline gives me a unique view 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.

To me, the true mission of Swim Ontario is to act as the stabilizing backbone and connective tissue for the entire competitive swimming community in our province. It is about creating an environment where a kid can fall in love with the sport at their local club, progress safely to their highest potential, and where volunteers feel supported enough to stay involved for life. In practice, this means the provincial body must balance two massive responsibilities: setting a high standard for safety and regulatory fairness on the deck, while providing clear, practical governance that helps local clubs survive and thrive without drowning in administrative hurdles.

As a Director, I would support this mission by bringing a grounded, realistic perspective to the board, focusing on three key areas:

PRACTICAL RISK MANAGEMENT AND FINANCIAL HEALTH: My 20-year career in capital markets focused heavily on corporate risk and compliance. I view risk management as an active tool for organizational stability. On the provincial board, I will use this background to ensure our fiscal planning is resilient, decision-making is objective, and safe sport policies are robust enough to protect our athletes, coaches,

and member clubs.

SUPPORTING THE GRASSROOTS AND REDUCING VOLUNTEER FATIGUE: Through my time as Treasurer and now President of the Pickering Swim Club, I live the daily pressures that local clubs face—from securing lane space to keeping up with tightening budgets. I believe Swim Ontario's mission only succeeds if the clubs succeed. My goal as a director is to ensure provincial policies remain workable, always assessing how board-level decisions will impact the real-world workload of local club volunteers.

FOSTERING COLLABORATION AND OFFICIATING GROWTH: As a Level V Master Official, I know firsthand that our sport functions entirely on the backs of volunteers. Officiating is about teamwork, problem-solving, and continuous education. I would use my seat to champion regional mentorship programs, making sure we are actively recruiting, training, and retaining the next generation of grassroots officials in a welcoming environment.

By combining corporate risk experience with hands-on club and deck reality, my objective is to help Swim Ontario remain a steady, practical, and forward-looking partner for every swimmer and volunteer in the province.

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

From my perspective as a local club president and active deck official, Swim Ontario's role in local communities is to serve as the structural engine and the safety net that allows grassroots swimming to happen. Local clubs like Pickering provide the community pool space, the coaching, and the athletes, but Swim Ontario provides the vital infrastructure that holds it all together.

I see Swim Ontario supporting our local communities in three very practical ways:

CREATING LEGITIMACY AND A PATHWAY FOR COMPETITION: Swim Ontario provides the sanctioning and regulatory framework that turns a local club event into a meaningful competition. By ensuring uniform rule enforcement and formal time tracking, they give local swimmers a clear, fair pathway to progress from their home pools to the provincial or national level.

PROVIDING THE EDUCATION PIPELINE FOR VOLUNTEERS: Amateur swimming runs entirely on the backs of volunteer parents and community members. Swim Ontario plays an indispensable role by providing the structured education, clinics, and certification pathways that turn willing local volunteers into confident, capable, and certified officials. They give communities the tools to run their own programs successfully.

STANDARDIZING SAFETY AND INCLUSIVITY: In today's world, local sports organizations face immense pressure regarding liability, safe sport compliance, and risk management. Swim Ontario protects local communities by acting as the centralized authority on athlete safety, equity, and insurance. They handle the macro-level policy development so that local club boards can focus their energy on teaching kids how to swim.

Ultimately, Swim Ontario is the partner that ensures when a family joins a local club, they are entering a sport that is safe, organized, fair, and sustainable for the long haul.

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

Swim Ontario's role in high performance is to construct and protect the clear pathway that allows athletes to reach their potential. True high performance is a collaborative ecosystem: Swimming Canada handles international podium targets, local clubs build the foundational engine, and Swim Ontario serves as the critical connective tissue between them.

I see Swim Ontario promoting high-performance athletes through three vital roles:

DEVELOPING AN INTENTIONAL AND CLEAR PERFORMANCE PATHWAY: Swim Ontario ensures that the competitive framework is transparent and progressive. They fulfill this by hosting high-calibre provincial championship meets, managing talent identification programs like the Ontario Swimming Academy, and using evidence-driven metrics to keep the pathway clear.

SECURING AND DIRECTING TARGETED SUPPORT: Elite swimming comes with substantial financial and logistical barriers. Swim Ontario manages targeted athlete funding and performance grants that directly alleviate costs for high-potential talent. By partnering with organizations like the Canadian Sport Institute Ontario (CSIO), they help provide athletes with integrated sports science and medical support teams.

ELEVATING THE SURROUNDING ENVIRONMENT: An athlete cannot achieve high performance without an elite environment around them. Swim Ontario promotes athletes by investing heavily in the professional development, funding, and mentorship of Ontario coaches and senior deck officials. Ensuring our competitions are staffed by highly competent, calm Level V officials gives our athletes a premium competitive environment at home.

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.

James is a retired capital markets executive and a deeply committed swimming community volunteer who brings a unique, 360-degree perspective to sports governance. Following a distinguished 20-year corporate career managing multi-billion-dollar derivative portfolios—most recently serving as Head of Collateral and Derivatives Portfolio Management at Manulife Financial—James specialized heavily in corporate risk management, liquidity architecture, and regulatory compliance. This professional background trained him to bring tactical decisiveness, objective analytical oversight, and calm composure under pressure to institutional governance.

Within the amateur swimming community, James has been an active volunteer with the Pickering Swim Club since 2018. He served as the club's Board Treasurer from 2021 to 2024, managing its financial health and operational budgeting, before transitioning into his current role as club President in 2025. On the pool deck, his dedication to fair play and continuous learning is reflected in his achievement as a certified Level V Master Official as of April 2026.

As a candidate for the Swim Ontario Board, James aims to combine his executive financial risk background with hands-on club leadership to support robust, transparent fiscal health and sustainable, supportive volunteer environments for member clubs across the province.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Financial Risk Manager (FRM)
Certified Financial Analyst (CFA)
Level V Master Official

	Senior Manager	Middle Manager	Owner Operator	Comments
Management Experience	✓			20+ years of capital markets executive leadership; managed multi-billion-dollar corporate portfolios.

	Wrote/Designed	Developed	Implemented	Comments
Strategic Planning	✓	✓	✓	Led strategic budgeting/risk models at Manulife; currently guiding Pickering Swim Club's long-term strategic plan.

	Developer	Work Experience	Personal User	Comments
Information Technology			✓	Extensive experience with proprietary financial risk-modeling architectures and data management platforms.

	Manager	Support Position	Personal User	Comments
Human Resources			✓	Led professional corporate teams and currently manage the volunteer board and coaching staff at Pickering Swim Club.

	Professional Designation	Job Related	Volunteer Related	Comments
Financial Management	✓	✓	✓	Managed multi-billion corporate portfolios; served as Pickering Swim Club Board Treasurer (2021-2024)
Fundraising			✓	
Marketing				
Legal		✓		Navigating complex derivatives agreements with internal legal counsel

	Extensive Experience	Some Experience	Limited Experience	Comments
Risk Management	✓			Deep executive background in real-time derivatives risk quantification, liquidity architecture, and corporate compliance frameworks.

	Extensive Professional Experience	Some Professional Experience	Volunteer Experience	Comments
Public Relations			✓	Act as primary spokesperson and community liaison as current active President of Pickering Swim Club.
Communications			✓	Act as primary spokesperson and community liaison as current active President of Pickering Swim Club.

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	✓			Active Pickering Swim Club Board member since 2021 (Treasurer 2021-2024, President 2025-Present).
Served on PSO Board		✓		Served as Treasurer for Ontario Wheelchairs Sports Organization
Served on Swim Ontario Committee			✓	
Served in Elected Office			✓	

Swimming Experience

	Club Board	Coach	Employee	Comments
Leadership Role	✓			Active President of Pickering Swim Club; served as Board Treasurer from 2021-2024.

	Parent	Swimmer	Official	Comments
Involvement	✓		✓	Active President of Pickering Swim Club; served as Board Treasurer from 2021-2024.

	Competitive Swimmer	Masters Swimmer	Recreational Swimmer	Comments
Participation			✓	

	Participant	Administrator/Coach	Governor/Official	Comments
Sports Experience		✓	✓	Rapidly advanced through national officiating pathway (2018-2026) to achieve Level V Master Official status.

Diversity Profile

	Female	Male	Non-Binary	Other	Prefer Not to Answer
Gender		✓			

	Yes	No	Prefer Not to Answer
LGBTQ2S+		✓	
Person of Colour		✓	
Indigenous		✓	
Person with Disability		✓	

	Adult	Youth (18-30)	Senior (65+)
Age	✓		

I consent to the use and disclosure of the information in this questionnaire (other than the Diversity, Equity, and Inclusion data) for the purposes of the 2026 Swim Ontario Board of Directors Election.

Yes

Diversity, Equity, and Inclusion Data

I consent to the disclosure of the Diversity, Equity, and Inclusion data submitted as a part of this questionnaire for the purposes of the 2026 Swim Ontario Board of Directors election



2026 Call For Nominations

Swim Ontario Board of Directors

Questionnaire & Biography

Name Shyam Puligadda

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

I am first generation Indo-Canadian and a registered Civil Engineer in Ontario and USA. I am a project manager working in private consulting with project portfolio of about \$5 Million. My 23+ years' work experience spans across four different geographies (US, India, Qatar, and Canada). I can swim a bit (inspired by child at OSHAC), and good at playing badminton and ping pong.

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 an OSHAC member for about 2 years but have really lived and breathed swimming within the last year (as my child moved into competitive). I attended all our board meetings, have a decent understanding of the rules for everyone involved. I went above and beyond on my journey as an official with Level 2 completion (within a year) despite fewer home meets and sometimes even when my kid was not swimming. I spent about 100+ hours as an official in training plus meet volunteering along with attending all of child practices (about 175+ hours). I keep a close eye on my child's progress and developed custom excel sheets for tracking both of our journeys.

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 per my understanding is tasked with providing strong leadership, effective governance and development of competitive swimming across the province. The goal is to cater to swimmers of all ages and abilities in all corners and encouraging their long-term interest in swimming.

As a director, my role will be to provide strategic direction including operational oversight and reducing risks (financial, reputational etc.). I would work collaboratively with fellow Board members, Operations Staff and individual Clubs to ensure decisions are transparent and aligned with long-term objectives. I hope to create an environment where swimmers and clubs can succeed and grow organically. I strongly believe the explosion of competitive swimmers in recent years needs to be managed carefully for the long-term sustainability of sport.

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

Swim Ontario supports local communities by the following:

- Establish standards for coaching, officiating, and competition at club level.
- Support clear pathways for swimmer progress regardless of location.
- Mentor and support the clubs (coaches and officials) to deliver quality programs.
- Promote inclusion where all participants can develop confidence and skills.
- Facilitate competitions that bring communities together and advocate to improve aquatic programs

I will support Swim Ontario's mission to spread swimming across the province.

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

Recognizing and supporting talented swimmers from grassroots is key to maintaining a steady stream of swimmers emerging onto the provincial level stage. Support and mentorship to clubs and coaches involving education and best practices guides will be fundamental to their future success.

Swim Ontario should enhance training camps, clinics, and quality meets that expose athletes to higher levels of competition and development.

As a Board Director, I would support initiatives that strengthen both the high-performance path and the general ecosystem. I will take an active approach in reviewing club progress compared to prior years and ensure they establish clear and defined goals for future outlook.

I also plan to review the current Division 1 / 2 championship meet issues faced by families and come up with collaborative solutions involving all stakeholders. This will ensure the championships and format stay relevant for current times and are actively participated by individual clubs in coming years.

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.

Shyam Puligadda is a registered Civil Engineer and Project Manager with extensive experience in planning, design, and delivery of complex infrastructure projects around GTA and other geographies. He has worked collaboratively with municipalities, regulatory agencies, and stakeholders to achieve project objectives while managing risks, budgets and schedule.

Shyam will apply the following skills to the director role: leadership, financial discipline, and standardization of procedures. He has extensive experience evaluating competing priorities, building consensus among varied stakeholders during public information centers and making informed decisions. As a parent of competitive swimmer, Shyam developed a deep appreciation for this sport and a certain discipline it brings to the athletes and surrounding community. He recognizes Swim Ontario will place the swimmer long term welfare first while fostering a safe and inclusive environment.

If elected, Shyam will support Swim Ontario's strategic goals, strengthen governance, promote long-term athlete development, and provide club oversight and support, as necessary.

Skills Matrix

Professional Experience

Please list any professional designations that you may have:

Professional Engineer Ontario
Professional Engineer California

	Senior Manager	Middle Manager	Owner Operator	Comments
Management Experience		✓		

	Wrote/Designed	Developed	Implemented	Comments
Strategic Planning	✓	✓	✓	roundabout business development

	Developer	Work Experience	Personal User	Comments
Information Technology			✓	

	Manager	Support Position	Personal User	Comments
Human Resources	✓			people manager with reporting staff

	Professional Designation	Job Related	Volunteer Related	Comments
Financial Management		✓		
Fundraising		✓	✓	Ride for Kids' Cancer
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		✓		VP Education / Secretary at Ajax Pickering Toastmasters; Chair School Community Council at DDSB@Home
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	✓		✓	Level 2 Swim Official

Diversity Profile

	Female	Male	Non-Binary	Other	Prefer Not to Answer
Gender		✓			

	Yes	No	Prefer Not to Answer
LGBTQ2S+		✓	
Person of Colour	✓		
Indigenous		✓	
Person with Disability		✓	

	Adult	Youth (18-30)	Senior (65+)
Age	✓		

I consent to the use and disclosure of the information in this questionnaire (other than the Diversity, Equity, and Inclusion data) for the purposes of the 2026 Swim Ontario Board of Directors Election.

Yes

Diversity, Equity, and Inclusion Data

I consent to the disclosure of the Diversity, Equity, and Inclusion data submitted as a part of this questionnaire for the purposes of the 2026 Swim Ontario Board of Directors election