



2022 Nominations Committee Report

The 2022 Ontario Cycling Association Nominations Committee is comprised of:

- Scott Morrison (Chair)
- Barbara Lyon-Stewart (Lyonsden Collective)
- Mark Thompson (McKinley Solutions)

In accordance with its mandate, the Nominations Committee issued a Call for Candidates for election to the Ontario Cycling Board of Directors on April 8th, 2022. The committee ensured that the Call for Candidates was widely publicized through social media, online resources, and our newsletter. The Organization received eight (8) candidate nominations for the positions of three (3) Directors-at-Large.

Having conducted a thorough assessment of the candidate applications, the Nominations Committee submits the following report for consideration by the Membership.

Background

The Board of Directors of Ontario Cycling is a governance board. Its role is to establish the strategic direction and priorities of Ontario Cycling, establish the policy framework within which the organization will operate, and oversee the activities of the President & CEO, who is responsible for the overall operations of Ontario Cycling.

The effectiveness of the Board of Directors depends on directors who:

- Understand the role of a governance board.
- Understand the duties and obligations of a corporate director and demonstrate a commitment to fulfill those duties and obligations.
- Can work constructively and collaboratively with other board members, expressing their own views and perspectives while also respecting the opinions of others.
- Bring experience and functional expertise that contribute to the board's understanding of the issues and challenges facing the organization and provide guidance and insight to assist the President & CEO.

The Nominations Committee agreed that an overall understanding of how governance works, and the possession of relevant functional expertise are the most important qualifications for selected candidates. The ability to work collaboratively is also key. Depth of cycling-specific experience was deemed less important, given that there is expertise in Ontario Cycling staff and committees.

The following vacancies on the Board of Directors are to be filled at the 2022 Annual General Meeting:

- 1 Director-at-Large (1-year term)
- 2 Directors-at-Large (2-year term)

The Board of Directors completed a board skills matrix to catalogue the skills currently represented on the board and to identify skills gaps, particularly considering initiatives and challenges that lay ahead for Ontario Cycling. It was determined that the priority skills requirements for the board to address are:

- Accounting and Financial Management
- Not for Profit Governance
- Change Management
- Equity, diversity, and inclusion implementation
- Risk Management

Candidates interested in standing for election to the Ontario Cycling Board of Directors were required to complete an online candidate profile with a self-declaration of their expertise and background and to submit a signed Director's Agreement certifying their understanding and acceptance of the duties and obligations of a director of Ontario Cycling should they be elected.

Nominations Committee Process

The Nominations Committee assessed the qualifications of all candidates seeking to stand for election against the skill set of the current board of directors for the purpose of providing the Membership with a recommendation of the candidates with skills and expertise that will complement the current board skills or fill identified skill gaps.

Ontario Cycling received eight (8) applications for the position of Director-at-Large.

The Committee evaluated the candidate profile submissions for the Director-at-Large positions and selected five (5) of the eight (8) candidates for interviews. Three (3) of the applicants were not selected for interviews based on the information in their submission and the association's current needs as outlined above.

The Committee interviewed five (5) Director-at-large candidates. Following these interviews, the Committee reached a consensus recommendation for three (3) of the candidates. All candidates were then informed whether they would be recommended by the Committee and those that were not recommended were given the option of having their names removed from the process or choosing to let their name remain on the ballot. Additionally, the Committee asked all recommended candidates to confirm their desire to stay on the ballot for election at the Annual Meeting. The candidates recommended confirmed their desire to stand and the candidates who were not recommended, all chose to withdraw their applications.

Posted with the materials for the Annual Meeting are the recommended candidate profiles, as submitted by the candidates through the Ontario Cycling application process. Some content of the candidate profiles has been redacted for privacy reasons.

Recommendation

The Nominations Committee recommends to the Membership the following candidates (in alphabetical order by last name):

Position	Candidate
Director-at-Large	Janice Detta Colli
Director-at-Large	Jeff Orr
Director-at-Large	Jeffrey Chu

Voting Procedure

As there are three (3) open Director-at-large positions on the Ontario Cycling Board of Directors and three (3) recommended candidates who have agreed to stand, the three candidates will be acclaimed to the Ontario Cycling Board of Directors through a Motion by the Members at the Annual Meeting on June 30th, 2022.

Ontario Cycling Board Candidate Profile 2022

This candidate profile will be used by the Nominations Committee to assess your eligibility and qualifications to serve on the Ontario Cycling Board of Directors. Information you provide in this form will be made available to the Ontario Cycling membership prior to the Annual General Meeting. Your answers to questions marked with (##) are for use by the Nominations Committee only and will be redacted in the public version.

Email *

Name of Candidate *

Janice Detta Colli

Address (##) *

Phone Number (##) *

Candidates have the option to self-identify their dimensions of diversity (##)

- Indigenous peoples (First Nations - includes Status, Treaty or Non-Status, Metis & Inuit)
- Visible Minority (includes people (other than Indigenous) who are non-white regardless of place of birth)
- Individual with a disability
- LGBTQI2S+ Individual
- Individual who is non-binary

Candidates have the option to indicate how they self-describe (##)

- She/Her/Hers
- He/Him/His
- They/Them/Theirs
- Other:

To be a candidate for the Ontario Cycling Board of Directors, you must: -- Be at least 18 years * of age -- Be a resident of Ontario -- Not be of bankrupt status -- Not have been declared incapable under the laws of a Canadian province or territory or by a court in a jurisdiction outside of Canada -- Not be a director, officer or committee member of a cycling association other than Ontario Cycling -- Not be employed by or own an organization which is contracted by Ontario Cycling -- Not be an employee of Cycling Canada or Ontario Cycling or an employee of a member of Ontario Cycling.

- I meet these requirements
- I DO NOT meet these requirements at present, but will meet them if elected

If applicable, please provide your LinkedIn Profile URL

<https://www.linkedin.com/in/janicedettacolli/>

If applicable, please provide links to your social media profiles for Instagram, Twitter and/or Facebook (##)

I am interested in the following position *

- Director at Large (2 year term)
- Director at Large (1 year term)

Please provide a brief (200 words) summary of your current relevant work experience *

Currently, I am the VP Executive Search Central Canada, Talent Management Division of Gallagher. I have full P&L responsibility for my consulting division which includes Ontario and the Atlantic provinces. Talent Management Services is part of Gallagher Benefit Services, a provider of specialized human resource consulting for the entire career life cycle including benefits, pension, compensation, recruitment, coaching, and succession planning as well as career transition.

Prior to joining Gallagher in the fall of 2021, I led my own firm for 8 years focusing on Boards and their various human resource needs. I have been a Consultant for 20+ years and have worked across industry sectors while serving clients that range from start ups to Fortune 500 companies.

I am a Chartered Director and was on Faculty with the Directors College, which is a joint venture of McMaster University and the Conference Board of Canada for Directors education, for almost a decade. I began my career as a Sociologist on Faculty with Western.

Please provide a brief (200 words) summary of your experience with other volunteer or community organizations *

I have served on numerous volunteer Boards throughout my career. As a Chartered Director, I have most recently served on the Board of SAVIS (Sexual Assault & Violence Intervention Services) Halton, which offers counselling and non-judgemental support to victims of assault and sexual abuse, including human trafficking.

Prior to that, I joined the national Women in Leadership Foundation as a Mentor. WIL provides mentoring support to young women across Canada, with particular focus on women in STEM and Indigenous women by delivering inspirational programs that bring women together to collaborate in the development of their careers. I moved from Mentor to Board member to Vice Chair over the decade I was very involved with WIL. Today, I am still an Ambassador for the organization.

In addition to my personal support, at Gallagher I work with numerous not for profit organizations across Canada in a consultative capacity so I am familiar with the current challenges facing this sector as we, hopefully, move out of the pandemic. I'm also aware of the impact and implications of Bill 124 in this sector.

Please provide a brief (200 words) summary of your experience in sport *

My history is sport is, for the most part, purely recreational. From the time I could ride, I have owned at least one bicycle and I enjoy both mountain biking and road rides. Canada and Ontario have such a depth of sporting opportunities on offer from instructional, competitive and recreational, with cycling being one of the most accessible.

I live in Halton and have been a member of Cedar Springs gym for years where I am an avid spinning enthusiast. I also participate in the very active women's hockey league year-round. However, during the winter I also enjoy snowboarding, skating, walking and snowshoeing. In the summer, I enjoy swimming, kayaking, walking, hiking, and biking. As a parent, I have spent many hours at a variety of sporting events including lacrosse, trampoline, flag football, hockey and soccer.

From a professional standpoint, I am part of the growing Sports Practice at Gallagher as I have been involved in Consulting projects with the Canadian Olympics Committee and a few other sports organizations over the years. So, I do have some exposure to the "business" of sport.

Skill Competencies

Please indicate the competencies (volunteer or professional) and skill level within each that you have

Please indicate the competencies (volunteer or professional) that you have to contribute to the effective leadership and governance of Ontario Cycling *

	None	Novice (General Level)	Intermediate (Demonstrated experience)	Expert (professional certificates and over 10 yrs experience)
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal & Regulatory Compliance	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Equity, Diversity & Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Safe Sport Implementation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public/Media Relations	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Change Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Not for Profit Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Public Policy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Accounting & Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Marketing & Digital Content	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Sponsorship / Strategic	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Partnerships

Operations and
Process
Management

Long Term Athlete
Development

Event Management

Human Resources

Project
Management

Community &
Stakeholder
Relations

Conflict
Management &
Resolution

Demonstrated Experience

For each of the core competencies that you have checked off as having some level of experience in, please provide a brief documentation of your experience and achievements to demonstrate your competency in this area. Please include any certifications or professional designations.

Demonstrated Experience - Strategic Planning

As a Consultant, I have participated in numerous strategic planning exercises as an employee/team member, a volunteer Board member and as a business leader. I understand and have participated in the full scope of the strategic planning components.

As a solopreneur for 8 years, I was responsible for all of the strategic planning for my business and the consultants I employed to ensure that we were not only profitable but innovative in our field.

Demonstrated Experience - Business Management

As the VP Central for Gallagher, I have full leadership and business management responsibilities for my line of business within Talent Management Services. This includes full profit and loss responsibilities, revenue generation, financials, human resources, business oversight, risk management and strategic planning. Previously, I owned and operated my own successful boutique consulting firm for 8 years. Prior to that, I held leadership roles with several global consulting firms, including Managing Director for Eastern Canada, with full responsibility for building the business and the teams.

Demonstrated Experience - Legal & Regulatory Compliance

My experience in this area of business is limited in scope but spans well past 10 years. Gallagher, and some of my previous global experience, operates as a publicly traded company within a very specific regulated environment. As an officer of the company, I have to be aware of the legal and regulatory requirements as well as uphold them for the team.

I have experience consulting to a wide range of Canadian and global businesses that also operate within highly regulated industries such as law, banking and broader financial services, pharmaceuticals etc. I must develop an understanding of the compliance framework each business operates within in order to be effective consulting.

Demonstrated Experience - Equity, Diversity & Inclusion

Most recently, as a Board member of SAVIS, I participated in rigorous DEI training with the staff. This training was led by an outside expert in the field and I was the one responsible for identifying her and hiring her.

In addition, in previous years of work and volunteer experience, I had participated in training sessions at offsite meetings and retreats numerous times.

As a woman who identifies as a female executive, I also possess lived experiences operating within a historically male dominated profession. I understand the need for equity opportunity in the workplace as well as within education and sports but do not consider myself to be an expert.

Demonstrated Experience - Safe Sport Implementation

I do not have experience with Safe Sport Implementation yet.

Demonstrated Experience - Public & Media Relations

I do not have much experience with Public & Media Relations. I have recruited heads of Public & Media Relations within Financial Services and when I was Managing Director for Boyden Global, I did participate in Media Training.

Demonstrated Experience - Organizational Change Management

As part of my leadership responsibilities with several global firms, I have been part of the team or led organizational change management initiatives. I have assisted with technology transformations, have had to lead or assist with large scale lay offs and talent reorganization as well as rolling out new lines of business within consulting. The majority of these initiatives where I had a leadership role were Canadian based but I have participated as part of a global team on several initiatives including offshoring and onshoring of teams, as an example.

Demonstrated Experience - Not for Profit Governance

I possess the Chartered Director (C.Dir.) designation and have been a Faculty member of the Directors College, where approximately 20-30% of our alumni are leaders in the not for profit sector. I maintain relationships and access to the current faculty and up to date research within this sector. In addition, I have sat on several Boards with the most recent being SAVIS Halton and the National Women in Leadership Foundation. At WIL, I progressed from Board Director to Vice Chair during my tenure. I have served on numerous committees including Finance and Treasury, HR, Governance and Nomination and well as participating in special committees that revamped policies or planned events etc. As a result, I am very comfortable with the line between management and governance.

Demonstrated Experience - Public Policy

My exposure to public policy has been limited primarily through my seats on various volunteer Boards.

Demonstrated Experience - Risk Management

As part of my role as a leader in the consulting sector as well as a business owner, risk management is a constant component of my responsibilities. I've also had academic exposure to broader risk management issues with governance as part of my participation in the Chartered Director Program (C.Dir.) and as a Faculty member when we did our own strategic planning and risk assessments for the longevity of the program.

Demonstrated Experience - Accounting & Financial Management

As a VP Central Canada at Gallagher, I currently hold responsibility for the full P&L of my business line and geography. I have exposure to the full accounting cycle as it pertains to contracts, invoicing, budgeting, and financial forecasting. Prior to that, I led my own firm for 8 years with full financial responsibility for a profitable business. Earlier in my career as a Managing Director, I had full P&L responsibility for the Toronto office of a consulting firm.

Demonstrated Experience - Marketing & Digital Content

Within Gallagher and the other global firms, I have worked with previously, I have worked closely with the Marketing team leads to assist with Canadian centric marketing initiatives and to stay within the regulatory boundaries required. Marketing assists us in the creation of digital content so I create the idea and their team helps me flush it out through the creation of compelling copy or images.

Demonstrated Experience - Sponsorship / Strategic Partnerships

From a philanthropic standpoint, I have participated on committees of volunteer Boards identifying potential relationships or evaluating sponsorship opportunities.

From a business perspective, consulting firms are often approached to become a sponsor or to forge a strategic alliance. I have been part of both employee and leadership committees evaluating these opportunities as they arise. For example, one firm I worked at we forged a Strategic Partnership with Dress for Success by providing 1x1 career guidance sessions as well as managing clothing drives.

Demonstrated Experience - Operations and Process Management

Within the global firms I have worked with, I have long been part of the operations and process management initiatives. I have assisted with large scale technology transitions as well as integration after a merger or acquisition.

Within our Consulting practice, we have very strict process management and quality assessment guidelines we follow. I have been part of national and global teams who review, refresh and implement process management initiatives.

Demonstrated Experience - Long Term Athlete Development

I do not have experience with this.

Demonstrated Experience - Event Management

My exposure to event management has been as a volunteer board member of a charity that will be hosting a fund raising event. I have been part of the planning committee as well as part of the hosting committee on the day of the event.

I don't have any professional event management experience other than panel discussion facilitation.

Demonstrated Experience - Human Resources

After leaving academia 25 years ago, my entire career has been in the field of Human Resources. I have helped build and lead national and global consulting practices within this field including but not limited to organizational development, succession planning, leadership development and coaching, recruitment and career transition.

Demonstrated Experience - Project Management

As stated above, I have both assisted and led various projects over the course of my career. I have not pursued a professional designation within this area.

Demonstrated Experience - Community & Stakeholder Relations



Demonstrated Experience - Conflict Management & Resolution

A large portion of my career in consulting has dealt with conflict management, negotiation and resolution of highly sensitive issues. The majority of my work deals with highly confidential situations and I am often asked to sign a Non-Disclosure Agreement. In the past, I did a significant amount of work with the government and have held "Secret Status" for several years.

Please provide the name and contact information for 2 personal reference (name, phone and email) ## *

I confirm that the above information is accurate and I wish to have my name considered for the Ontario Cycling Board of Directors at the June 29th, 2022 Ontario Cycling Annual Meeting. I acknowledge and agree that the information on this form may be made public and made available to the membership of Ontario Cycling. *

Yes

No

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Ontario Cycling Board Candidate Profile 2022

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Email *

Name of Candidate *

Jeffrey Ord

Address (##) *

Phone Number (##) *

Candidates have the option to self-identify their dimensions of diversity (##)

- Indigenous peoples (First Nations - includes Status, Treaty or Non-Status, Metis & Inuit)
- Visible Minority (includes people (other than Indigenous) who are non-white regardless of place of birth)
- Individual with a disability
- LGBTQI2S+ Individual
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- He/Him/His
- They/Them/Theirs
- Other:

To be a candidate for the Ontario Cycling Board of Directors, you must: -- Be at least 18 years * of age -- Be a resident of Ontario -- Not be of bankrupt status -- Not have been declared incapable under the laws of a Canadian province or territory or by a court in a jurisdiction outside of Canada -- Not be a director, officer or committee member of a cycling association other than Ontario Cycling -- Not be employed by or own an organization which is contracted by Ontario Cycling -- Not be an employee of Cycling Canada or Ontario Cycling or an employee of a member of Ontario Cycling.

- I meet these requirements
- I DO NOT meet these requirements at present, but will meet them if elected

If applicable, please provide your LinkedIn Profile URL

<https://www.linkedin.com/in/jeffrey-ord-0102b543/>

If applicable, please provide links to your social media profiles for Instagram, Twitter and/or Facebook (##)

I am interested in the following position *

- Director at Large (2 year term)
- Director at Large (1 year term)

Please provide a brief (200 words) summary of your current relevant work experience *

Current work experience is in the cannabis sector working for a recruiting and consulting firm. My role is in business development, account management and community building. I spend the majority of my time speaking to our clients, learning about their pain points and helping them solve problems through staffing solutions. I work with a lot of publicly traded companies and their executive teams.

Before my time in Cannabis I was the Executive Director of Freestyle Skiing Ontario for 5.5 years. I expanded our operational budget from \$400K to just over \$2M. The board transitioned from being operational to governing. I also supported our NSO through a governance overhaul. I learned a lot about the dynamics between a board and staff

Please provide a brief (200 words) summary of your experience with other volunteer or community organizations *

- Founding member of the Pineapple Motel - A global Burning Man camp. Primarily responsible for building of camp infrastructure at the annual festival.
 - Lift and trails committee member at The Osler Bluff Ski Club. We advise our clubs board on terrain changes and lift changes.
 - O'CannaBiz Advisory Board - Canada's largest B2B cannabis trade show. Advise on content, programming etc.
-

Please provide a brief (200 words) summary of your experience in sport *

I grew up in competitive freestyle skiing. I graduated through most of the levels of the LTAD from community programming to the provincial team. I missed our national team by one spot in 2004 and then went to school. After graduating school I was asked to come and be the Executive Director of Freestyle Skiing Ontario where I learned everything about NFP sport. LTAD, High performance programs (the athletes in our targeted OHPSI programming got 3 Olympic medals in China this past year!), fundraising, grant writing, building facilities, partnerships, governance, strategic planning, officials development, coaching development, NSO relationships, government relationships etc.

Skill Competencies

Please indicate the competencies (volunteer or professional) and skill level within each that you have

Please indicate the competencies (volunteer or professional) that you have to contribute to the effective leadership and governance of Ontario Cycling *

	None	Novice (General Level)	Intermediate (Demonstrated experience)	Expert (professional certificates and over 10 yrs experience)
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Business Management	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
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Public/Media Relations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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Marketing & Digital Content	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorship / Strategic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Partnerships

Operations and Process Management

Long Term Athlete Development

Event Management

Human Resources

Project Management

Community & Stakeholder Relations

Conflict Management & Resolution

Demonstrated Experience

For each of the core competencies that you have checked off as having some level of experience in, please provide a brief documentation of your experience and achievements to demonstrate your competency in this area. Please include any certifications or professional designations.

Demonstrated Experience - Strategic Planning

Did 4 separate strategic planning sessions with Freestyle Ontario - 2 for OHPSI and 2 for the organization. I also participated in 2 sessions for our NSO - Freestyle Canada

Demonstrated Experience - Business Management

Started and managed my own Environmental Consulting Company with a partner - Annual revenues ~1M

ED of Freestyle Skiing Ontario for 5 years

Currently partner in small consulting/recruitment company

Demonstrated Experience - Legal & Regulatory Compliance

Currently work in Cannabis - 1/3 of the work we do is in Quality Assurance and regulatory affairs overseen by Health Canada

Demonstrated Experience - Equity, Diversity & Inclusion

Our current company is HR focused. I work with HR leaders on these topics

Demonstrated Experience - Safe Sport Implementation

Coach for many years + ED at freestyle skiing Ontario, Master Learning facilitator for a number of freestyle skiing coaching modules

Demonstrated Experience - Public & Media Relations

Demonstrated Experience - Organizational Change Management

Demonstrated Experience - Not for Profit Governance

Mostly with Freestyle Skiing Ontario

Demonstrated Experience - Public Policy

Demonstrated Experience - Risk Management

Demonstrated Experience - Accounting & Financial Management

Demonstrated Experience - Marketing & Digital Content

Demonstrated Experience - Sponsorship / Strategic Partnerships

Many at Freestyle Skiing Ontario: Druxy's, our NSO to launch the national development team, Horseshoe Valley to build an athlete training center, Many partnerships with ski resorts.

At my current company I've established a number of strategic partnerships, one with a company called DCM, and 2 others with shared revenue streams - Sterling Capital and GMP Preroll Cones

Demonstrated Experience - Operations and Process Management

Countless processes developed at Freestyle

Demonstrated Experience - Long Term Athlete Development

Implemented new LTAD framework at Freestyle from FUNdaamentals to Train to Compete

Demonstrated Experience - Event Management

I've hosted 20+ sporting events/year for 5 years. On time and under budget.

Demonstrated Experience - Human Resources

Cannabis At Work is an HR consulting company.

Demonstrated Experience - Project Management

Demonstrated Experience - Community & Stakeholder Relations



Demonstrated Experience - Conflict Management & Resolution

Please provide the name and contact information for 2 personal reference (name, phone and email) ## *

confirm that the above information is accurate and I wish to have my name considered for the Ontario Cycling Board of Directors at the June 29th, 2022 Ontario Cycling Annual Meeting. I acknowledge and agree that the information on this form may be made public and made available to the membership of Ontario Cycling. *

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Name of Candidate *

Jeffrey Chu

Address (##) *

Phone Number (##) *

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- I meet these requirements
- I DO NOT meet these requirements at present, but will meet them if elected

If applicable, please provide your LinkedIn Profile URL

<https://www.linkedin.com/in/jeffrey-chu-b89a751b/>

If applicable, please provide links to your social media profiles for Instagram, Twitter and/or Facebook (##)

I am interested in the following position *

Director at Large (2 year term)

Director at Large (1 year term)

Please provide a brief (200 words) summary of your current relevant work experience *

I have worked in the not-for-profit (specifically charitable) sector for over 15 years in financial, human resources, and management roles. Currently at WWF, I report quarterly to the board of directors and governance committees. I lead my executive colleagues on the preparation of all board materials ensuring that the division between the board's responsibilities (governance) remain separate from management (operations).

I have not-for-profit and for-profit experience in financial reporting and analysis for management, funders, parent companies, and regulatory agencies.

I spent the last 10 years at WWF focused on human resources, transforming the function into a strategic business partner. I created and am accountable for the organisation's: 1) diversity, equity, and inclusion; 2) future of work; and 3) digital transformation strategies. As a strategic partner, I led the reorganisation of WWF twice, each time to align with our strategic plan.

I lead the recruitment of niche and specialised positions such as the leader to create an Indigenous-led conservation framework for international as well as conservation roles in the Arctic.

I am a WWF International mentor and workplace investigator. I am also the executive sponsor for the Sustainability at Work committee that ensures we walk the talk.

Please provide a brief (200 words) summary of your experience with other volunteer or community organizations *

I was on the volunteer board of directors, as Treasurer, for the Downtown Aquatics Corporation, a Toronto-based swim and water polo club. In my role, I prepared financial statements, helped negotiate pool rental time, and plan club competitions locally and internationally. I ensured that the club's financial position was sustainable and contributed to the annual planning process.

I was a member of the board committee (canine wellness) for the Toronto Humane Society. As a committee member, I collaborated with the other members on drafting standards for canine care, specifically engagement and training, for the board of directors to adopt as policy for the Society.

Prior to being an employee at WWF, I was an office volunteer where I helped analyse large data sets using Excel functions.

Please provide a brief (200 words) summary of your experience in sport *

I have been an active member of Dark Horse Flyers (DHF) cycling club since 2019 and was also a member of Coffee Cartel last year. I became a ride leader for DHF last year and remain one this year. I also picked up track cycling at Milton and spent the 2019 off-road-season participating NCIM's structured training program.

I got the gravel bug a few years ago and participated at a few gravel events like Scrappy Badger (I did not finish because my partner had a bad crash so I stayed with him until medics arrived, which took almost an hour) and the Weekender. Late last year, I bought a mountain bike and spent a lot of time at Hardwood.

On the road bike, I have participated in a number of fondos, including Mt. Tremblant, Prince Edward County, and Sea Otter.

Prior to cycling, I played recreational waterpolo and joined a local LGBTQ+ waterpolo team (Triggerfish) for two years and competed in a few matches in Ontario and Quebec. In my youth, I was a competitive gymnast and was a modern and ballet dancer.

Besides cycling, I enjoy downhill skiing and white water kayaking.

Skill Competencies

Please indicate the competencies (volunteer or professional) and skill level within each that you have

Please indicate the competencies (volunteer or professional) that you have to contribute to the effective leadership and governance of Ontario Cycling *

	None	Novice (General Level)	Intermediate (Demonstrated experience)	Expert (professional certificates and over 10 yrs experience)
Strategic Planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Business Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal & Regulatory Compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Equity, Diversity & Inclusion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Safe Sport Implementation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public/Media Relations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Organizational Change Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Not for Profit Governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Public Policy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Accounting & Financial Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Marketing & Digital Content	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sponsorship / Strategic	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Partnerships

Operations and
Process
Management

Long Term Athlete
Development

Event Management

Human Resources

Project
Management

Community &
Stakeholder
Relations

Conflict
Management &
Resolution

Demonstrated Experience

For each of the core competencies that you have checked off as having some level of experience in, please provide a brief documentation of your experience and achievements to demonstrate your competency in this area. Please include any certifications or professional designations.

Demonstrated Experience - Strategic Planning

I have been part of WWF's 5-year strategic planning process twice (each with a new CEO) where I collaborated with my colleagues on defining the organisation's 10-year goals and setting 3-year targets. Annually, I am accountable for leading the operational budgeting and planning process within my function. I have also led the annual operational budgeting and planning process for WWF for 2 years and at GMHC.

Demonstrated Experience - Business Management

I have managed smaller businesses (Gold's Gym in NYC) as a general manager to larger non-profits like WWF. The responsibilities all included the management of people, change, budgets, processes (balancing efficiency with effectiveness), and making decisions that are informed by evidence.

Demonstrated Experience - Legal & Regulatory Compliance

As the head of human resources (or people and culture), I have deep knowledge in employment legislation (e.g., provincial and territorial Employment Standards Act, Human Rights Code, Occupational Health and Safety Act, Pay Equity Act, etc.) and not-for-profit reporting requirements to the CRA and IRS. I am also familiar with privacy regulatory matters like PIPEDA and not-for-profit governance compliance such as the Ontario Not-for-Private Corporations Act (ONCA).

Demonstrated Experience - Equity, Diversity & Inclusion

I have led WWF's diversity, equity, and inclusion (DEI) strategy for 10 years with an emphasis of creating an equitable and inclusive climate. I design and provide regular training on unconscious bias to staff. I am proud that I helped WWF achieve gender pay equity and diversified the executive management team from an all-white team to its current form (half racialised, LGBTQ+, and all women, except for me).

I am a member of a few BIPOC or BREATH human resources professionals groups. I collaborate closely with external partners for input and advice on our DEI initiatives. I hold Cornell University's Certificate on Diversity and Inclusion and Coursera's Indigenous Canada certificate.

Demonstrated Experience - Safe Sport Implementation

I do not believe I have experience in this beyond knowing that the resources provided by SIRC and participated in concussion training.

Demonstrated Experience - Public & Media Relations

I have had formal media training at WWF about 6 years ago.

Demonstrated Experience - Organizational Change Management

I have over 15 years of change management experience ranging from organisational restructurings at WWF to align with the strategic plans to implementing technology solutions. Implementation of technology and human resources solutions is a continuous journey of change management because the former relies on changing practices or processes that often necessitate in changes to people's way of working. My approach to change management is deeply collaborative because in my experience, the more people who are bought into change enables smoother transitions and adaptations.

Demonstrated Experience - Not for Profit Governance

When the Ontario Not-for-Profit Corporations Act (ONCA) became legislation in 2010, I worked with our board chair person to update WWF's bylaws and charitable objects. We retained a lawyer who specialised in the not-for-profit space. As a member of the executive management team, I work directly with our board of directors and the governance committee. I similarly helped the waterpolo team update its bylaws to align with ONCA.

Demonstrated Experience - Public Policy

I do not believe I have direct experience.

Demonstrated Experience - Risk Management

Risk management is an inherent part of my current role and all the roles I have had since my time at Gold's Gym. Currently, I am accountable for managing employment, payroll, technology, and culture related risks. I helped WWF achieve the Imagine Canada designation about 10 years ago and continue to ensure that the organisation maintains this status. The Imagine Canada designation requires charities to have robust operational and risk management frameworks that are documented. Moreover, on the corporate side, I was a risk associate at Goldman Sach's where I focussed on analysing operational and market risks.

Demonstrated Experience - Accounting & Financial Management

I have limited experience in accounting (i.e., the transactions against the general ledger), where I do have about 20 years of experience in financial management (i.e., putting together scalable budgets that reflect goals and activities and monitoring those budgets).

Demonstrated Experience - Marketing & Digital Content

I am familiar with the basics of digital analytics (Google Analytics) and market surveys (EnviroNics).

Demonstrated Experience - Sponsorship / Strategic Partnerships

At WWF I worked with my corporate partnerships executive colleagues to refine the cause marketing partnership framework that helped with the decision-making process. As a member of the executive management team, I review all corporate partnership proposals and cast my vote on partnership decisions.

Demonstrated Experience - Operations and Process Management

I have been in operations roles for over 20 years and combined with budget accountabilities, process management and continuous improvements are necessary. Currently, I am overseeing a significant digital transformation project that will yield a technology roadmap for WWF's next 5 years. This requires me to actively assess many of the organisation's processes with an eye for improvement and identify the systemic biases within processes.

Demonstrated Experience - Long Term Athlete Development

I do not believe I have direct experience; I am familiar with the long-term development stages.

Demonstrated Experience - Event Management

When I was the Treasurer for Downtown Aquatics Corporation's waterpolo club, I was involved in the planning and management of our events, which included matches with other clubs and the big event, the international games that were held in Iceland and then Belgium. I managed the project timelines and budget and helped recruit volunteers.

At WWF, prior to the COVID-19 pandemic, the organisation held an annual fundraising event at the CN Tower where supporters can climb the tower. This 2-day event was a massive event that involved all staff and my department (human and volunteer resources) was accountable to recruit over 600 volunteers, which also required plans to train, schedule, and reward the volunteers.

Demonstrated Experience - Human Resources

I have over 10 years of senior human resources experience. I have and continue to lead the development of WWF's human and volunteer resources strategy, establishment of goals, and on a day-to-day basis, I coach and mentor employees, recruit, conduct job analysis, maintain a total compensation framework, negotiate with vendors like insurance companies, implement technologies to improve efficiencies, and I conduct workplace investigations when necessary. I also maintain the organisation's employment policies.

I hold the Human Resources Professionals Association's (HRPA) Certified Human Resources Leader designation and am a certified DiSC facilitator.

Demonstrated Experience - Project Management

I have over 20 years of experience managing small and major projects. At my current employer, I was tasked with relocating our Toronto headquarters from midtown to downtown. I managed this major project that spanned the search of a new office to the hiring of subcontractor, filing for permits, designing the office, the construction, and finally moving 80 employees. This was also a significant change management exercise since we transitioned from a traditional office to a 100% hotelling environment.

Demonstrated Experience - Community & Stakeholder Relations



Demonstrated Experience - Conflict Management & Resolution

My role in human resources for the last 10 years is often about employee relations that span from providing advice to parties in conflict to workforce investigations. With workforce investigations that often come in the form of a whistleblower or direct complaint from an employee alleging misconduct, I have retained professional services when the scope is significant or that I am in a person of conflict (i.e., I work closely with the either party). I have also been appointed by the governance committee on a few occasions to investigate complaints.

All of my workforce investigations follow a prescribed method (I am certified by both WWF International and the HRPAA on workplace investigations) that result in a written report and recommendations. The majority of my experience with conflict management is resolved by having open communications and identifying unconscious biases (usually halo, horn, and proximity), and a few unfortunately required termination.

Please provide the name and contact information for 2 personal reference (name, phone and email) ## *

confirm that the above information is accurate and I wish to have my name considered for the Ontario Cycling Board of Directors at the June 29th, 2022 Ontario Cycling Annual Meeting. I acknowledge and agree that the information on this form may be made public and made available to the membership of Ontario Cycling. *

Yes

No

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