

JOHN SEDDON, BA MLitt



[REDACTED]



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Toronto, Ont. CANADA

I am a leader with a track record of success delivering business growth, forging strong relationships, and implementing change. For twenty years I have worked in specialist risk consulting, grown my firm's business, worked extensively with partner companies, and collaborated with international and local colleagues to devise and execute strategy. I often advise governance, risk, and compliance professionals; my clients have included multinational corporations, institutional investors, and law firms. My clients often comment on my attention to detail and focus on the practicalities of implementation. My training includes formal certifications in risk and project management.

PROFESSIONAL EXPERIENCE

Control Risks, Toronto, Ont.

2017 – present

Control Risks is an international political risk, crisis management, cyber, security risk, and investigations consultancy with more than 4,000 people worldwide.

Principal & Head of Canada (2017 – present)

Responsible for Control Risks' business in Canada – a business operating in a complex global organization that sets out to offer a seamless and truly global 'one firm' approach to its clients – with mandates oriented around both proactive risk management and reactive investigative and crisis support. I am the sole Canadian Director of the firm's Canadian entity (a British Columbia corporation).

- Developed and successfully implemented a strategy to transition the firm's presence in the Canadian market from transactional relationships to one that added the role of trusted advisor, planning and executing on strategies to develop global business with the firm's Canadian clients.
- Led work to incorporate Control Risks' Canadian corporate entity and became a Director. Working with regional Business Partners, responsible for, financial management, and human resources matters, as well as compliance and regulatory requirements.
- Drove significant business growth, with a major share coming from institutional investor clients, private equity, and government, working on matters including considerable pre-transaction ESG diligence, strategic intelligence, market entry studies, incident/crisis response, and data risk matters.
- Provided advisory and consultancy support to clients on a range of risk, compliance, and crisis management / business resiliency issues.

Control Risks, Lagos, Nigeria and Nairobi, Kenya

2016 – 2017

Based between the firm's two largest offices in Africa.

Director, Africa

Reported to the (London-based) Partner responsible for risk consulting and crisis management consulting in Europe and Africa. Identified, developed, and ultimately delivered complex engagements to global clients.

- Identified and won opportunities to provide consultancy and analytical support to clients, including large infrastructure projects in Kenya (\$2B), Rwanda (\$800m) and Nigeria (\$900m). Worked on numerous other opportunities across the continent.
- Spoke at numerous industry events and commented on TV and to the press on issues related to business risk and resilience in emerging markets.
- Assisted with the development and first intake of the region's first ever graduate scheme, conceived in order to assist with localization efforts, build capability and enhance diversity.

Control Risks, London, UK; extensive work on client sites across EMEA 2009 – 2016

Associate Director (2014 – 2016)

Lead consultant for the company's security risk practice.

- Led delivery of client projects ranging from strategic work such as developing risk management programs and governance to operational and tactical support. Assembled and managed cross-departmental engagement teams based on requirement(s), resource availability and budget.
- Devised and implemented a plan to enhance technical competencies relevant to 25+ colleagues in eight countries and contributed to business planning and budgeting across seven business units.

Senior Consultant, Africa (2010 – 2014)

- Led 70+ consulting engagements with multinationals and indigenous clients, personally delivering work on the ground in more than 20 countries in Africa.
- Crisis management advisor to clients. This included support as they managed commercial disputes in politicized business environments as well as extensive work on-the-ground in Egypt and Libya during the 2011 'Arab Spring'.
- Additional assignments included advisory support to clients' business development teams, intelligence program design, pre-entry and pre-construction due-diligence and risk advisory, investigations, risk and governance advice and organizational design.

Operations Manager, North Africa (2009 – 2010)

- Developed and implemented to strategy to grow revenues within the Algeria business by 30%, while cutting costs, moving from a loss in FY09 to profit in FY10 with additional growth in revenue and profit from other markets in the Maghreb and Sahel.

- Remote management of 30+ employees across the Maghreb, Sahel, and Horn of Africa, leading technical and commercial management across the region (including subcontracted services).
- Led development of training tools in relation to security and human rights, including incorporation of the Voluntary Principles into operating procedures.

International SOS and Control Risks, London, UK
Operations Manager

2008 – 2008

International SOS and Control Risks established a joint venture and strategic alliance in 2008.

- Oversaw the integration and alignment of a 24/7 capability into a newly formed joint venture, mentoring and training new team members hired to support delivery of the JV strategy.
- Developed tactical plans to retain existing business threatened by the formation of the JV and to immediately drive new revenue.
- Managed several major multi-client crisis events while organizational change was underway (e.g., Russian invasion of Georgia; November 2008 terrorist attacks in Mumbai, India).

Control Risks, London, UK
Deputy Operations Manager / Consultant, CR24

2005 – 2008

CR24 was Control Risks' 24-hour monitoring and incident management support service, retained by more than 220+ external clients as well as the firm's crisis response and high-risk managed services businesses.

- Monitored security and political risk, providing alerts and regular briefings for clients.
- Following promotion, trained, monitored, and developed a diverse 12-person team.

Market and Opinion Research International (MORI), London, UK
Research Analyst

2005 – 2005

- Developed horizon scan scenarios for the UK's Department of Trade and Industry

EDUCATION

Master of Letters (MLitt), Terrorism Studies, University of St. Andrews, 2016

Bachelor of Arts (BA), Honours political science; minors in economics and Middle East studies, McGill University, 2005

- Conducted honours field research in Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan and Uzbekistan

QUALIFICATIONS

- International Diploma in Risk Management, The Institute of Risk Management (London), 2016
- International Certificate in Risk Management, The Institute of Risk Management (London), 2009
- Qualified project manager (PRINCE2 practitioner)
- OCEG (Open Compliance and Ethics Group) Governance, Risk and Compliance Professional (GRCP)

Alexandra Dagg

[Linkedin](#)

An experienced Executive and accomplished leader with a demonstrated history of working in government relations, governance, administration, and public advocacy both in Canada and in the United States. Extensive experience in communications, negotiations, team leadership, human resources, advocacy and public affairs in the entrepreneurial space, technology sector, professional sports and the private sector. Board member and committee experience at a privately held bank and insurance company. Additional demonstrated skills in marketing, development and oversight of budgets, pension and benefit fund administration, human resources, and organizational development, as well as strategic leadership.

Professional Experience

Regional Policy Director United States NorthEast, US Midwest and Canada for **Airbnb**
April 2020 - April 2022

Led a team of public policy specialists for Airbnb covering 18 US states and Canada
Represented Airbnb in New York State, New York City, Boston, Chicago, Philadelphia, Toronto, Montreal, and Vancouver, Canadian federal government, British Columbia and Ontario among others.
Airbnb public spokesperson for the US and Canada
Government relations and communications at state and local levels in the US, and city, provincial and federal levels in Canada
Extensive relationships with elected officials and legislators across Canada and the NorthEast and Midwest of the United States
Managed all external relationships, stakeholder engagement, communications strategies, and public advocacy for Airbnb
Oversight and management of a large budget, consultants and staff

Policy Director Canada for **Airbnb** - June 2016 to April 2020

Built out the first public policy program for Airbnb in Canada. Hired and trained a team to engage with Canadian government officials through regulatory campaigns nation-wide. Oversight of a large budget, and Canadian-wide strategic plan for the company.

Director of Operations for the **National Hockey League Players Association** (NHLPA) December 2011 - June 2016

Assisting the Executive Director, led staff representing 800 professional hockey players in negotiations with the National Hockey League (NHL), which led to a 10 year collective agreement in January 2013. Negotiated a defined benefit pension plan for the first time for NHL players in 2013

Co-Chair of the NHL Players Retirement Benefits Plan - oversight of plan governance and the design and implementation of the plan's investment strategies, as well as governance of the players' health plans

Led negotiations for improved player working conditions both at home and at away games

NHLPA staff oversight, development of improved organizational systems, human resource policies, and employee performance reviews.

Executive Vice-President **Service Employees International Union** (SEIU) and Canadian Director of **Workers United**, formerly **UNITE HERE** and **UNITE** - 1985 to December 2011

Advocated for and organized apparel and textile workers, manufacturing workers, distribution and logistics workers as well as hotel and hospitality employees across Canada.

The first Canadian and first woman elected as an Executive Vice-President of the former international union known as UNITE in 2004. Led the union in collective bargaining, workers' representation, and government advocacy.

Board Experience

[Amalgamated Bank](#) - Board member. Member of the Executive Committee, and the Trust Committee. 2010 to 2012

[Amalgamated Life Insurance Company](#) -Board member, Member of the Executive Committee and the Compensation Committee. 2009 to 2012

Volunteer Experience

President of the Board of Directors at Condo Corporation - September 2023 to present

Past Board member of the Empire Club Canada, established in 1903, the Empire Club is the most recognized and well-known speakers' forum in Canada.

Board member of the Sidney Hillman Foundation, a 60-year-old journalism award and founder of the annual Canadian Hillman Award in Journalism, 2010 to present

Advisory Committee of the Centre for Industrial Relations and Human Resources, University of Toronto - 2002 to present

Education - Master's Degree from the University of Toronto in Industrial Relations and Human Resources and a Bachelor of Commerce from Queen's University at Kingston, Canada

ANDREA POOLE, CPA, CA, ICD.D, CDI.D

www.linkedin.com/in/andrea-poole-cpa-ca

Andrea Poole is an experienced board member and audit/finance committee chair. Highly skilled in all areas of corporate governance including board refreshment, organizational transformation, strategic planning, and compliance oversight for regulated industries. As a committee chair Andrea has led boards through a new auditor selection process, the transformation of an investment portfolio to match the organizational ESG framework, and has provided governance support to CFOs. As a board member Andrea has participated in transforming a high-profile national organization in order to improve safety, better serve its members and restore public confidence. Andrea has participated in a CEO replacement process and led a CFO replacement process. Andrea is a financial executive and community leader with over 25 years of private and public sector leadership experience in finance, governance, business rescue/recovery, accounting, auditing, and compliance.

KEY SKILLS

- P & L Management | FP & A
- Board Leadership | Audit Committee
- Corporate Legal Structures | Legislative Frameworks
- Diversity & Inclusion | ESG
- Investment Portfolio Oversight
- Organizational Transformation
- Strategic Planning
- Risk Management
- Stakeholder Relations
- Communicating
- Consensus Building

BOARD EXPERIENCE

- | | | |
|---|------------------|--|
| Canada Paralympic Committee | (2024 – present) | Audit Committee, Member |
| <ul style="list-style-type: none">• Responsible for audit firm selection, monitoring the progress of the audit, and liaising with the audit team and the Committee.• Oversight of Committee's financial reporting/disclosure process and monitoring accounting policies.• Investment portfolio oversight• Reviews internal controls, risk matrix, and cybersecurity concerns.• Ensures the Committee meets its compliance and ethical responsibilities.• Government relations – liaising funding and safe sport | | |
| Hockey Canada (transition board) | (2022-2023) | Audit and Finance Committee Chair, Director |
| <ul style="list-style-type: none">• Implementing governance transformation; updating organizational bylaws, policies and procedures; establishing new committees; developing new committee terms of reference and updating existing committee terms of reference• CEO search – search firm selection, search committee composition, executive compensation package• Strategic plan – modifying existing multi-year strategic plan to fit new circumstances of organization following national scandal that impacted all aspects of organization• Audit firm replacement• Investment portfolio oversight• Government relations and rebuilding multiple stakeholder relationships – working with government officials to improve safety in sport and engaging multiple levels of stakeholders to restore public confidence• Profit and loss management, financial restructuring, financial statement restructuring• IT, Cybersecurity – governance oversight of one of Canada's largest digital registries of personal information; ensuring security and integrity of personal data as impacted by multi-user requirements• Initiated national dialogue aimed at improving safety in sport; Safe Sport Summit series | | |
| Professional Conduct Committee
(Standards Enforcement) CPA Ontario | (2018 – 2023) | Sub Committee Chair, Member |
| <ul style="list-style-type: none">• Provided subject matter expertise in auditing/audit standards, taxation, not-for-profit organizations, and regulatory compliance to committee colleagues. | | |

- With a strong understanding of the functioning of a committee, the rules of meetings and the importance of speaking to share knowledge/opinions while listening to fellow members, discusses and votes on the outcome of disciplinary complaints.
- Special Committee Member of several temporary committees formed to handle complex complaints: Sino-Forest accounting scandal, Big 4 Firm Isle of Man tax avoidance product and others.

Bishop's University Foundation

Audit Committee

(2014 – 2023)

Member

- Responsible for audit firm selection, monitoring the progress of the audit, and liaising with the audit team and the Foundation.
- Oversees Foundation's financial reporting/disclosure process and monitoring accounting policies.
- Reviews internal controls and identifies risks and cybersecurity concerns.
- Ensures the Foundation meets its compliance and ethical responsibilities.

EXECUTIVE MANAGEMENT EXPERIENCE

Numeris CPA Professional Corporation

(2012 – present)

Principal, Founder, CEO

- Founded and grown an accounting firm into a successful small business serving 250+ clients across a spectrum of sectors including national professional associations, co-operative organizations, healthcare, social enterprises, arts and entertainment, recreation, environment, and LGBTQ+.
- Audit partner on hundreds of financial and compliance to standards audits.
- Subject matter expert in financial management, financial reporting, auditing, ASPE/ASNPO, compliance, internal controls, risk assessment and management.
- Business advisory services resulting in organizations successfully:
 - achieving and/or increasing profitability by identifying new markets, strengthening core markets, finding new sources of funding, and strategic budget cutting
 - restructuring by identifying efficiencies in staffing and accounting functions
 - identifying and resolving internal control deficiencies to protect financial transactions, physical and cyber assets (risk management)
 - improving governance functioning

Minwaashin Lodge

Indigenous Women's Support Centre

(2014-present)

Fractional CFO

- Supported organization to tripling of budget through increased program revenue, grants, and donations.
- Ensures compliance to restricted contribution contracts.
- Contract management – provides expert advice on terms/conditions in relation to employment contracts, commercial leases, capital leases, and major business transactions/commitments.
- Oversight of financial reporting function and liaising with auditors.
- Provides expert advice to management and board of directors on matters related to conflict of interest, general governance, and meeting management.

COMMUNITY LEADERSHIP

Ottawa East Minor Hockey Association

(2013-2018)

Director

- Provided governance, strategic planning, and risk management leadership while managing a team of over 200 volunteers offering services to 500+ players.
- Demonstrated sportsmanship and social responsibility to the players and volunteers through a top-down approach.
- Identified board member theft, produced a forensic accounting report clarifying misappropriated funds, liaised with the bank and police and ensured financial restitution.
- Founding member of the OEMHA Reach Out Program that enables children and youth in low-income situations to participate in minor hockey. It is currently the most successful such program in Ottawa and supports over 50 players annually, including new to skating players from among Ottawa's Syrian refugees. One of these families was profiled on Scotiabank's Hockey 24 film. Diversity and inclusion, across income, race and gender, was and continues to be a strong focus of the OEMHA's board of directors as the organization strives to ensure all children and their parents are welcomed and supported.

Manor Park Community Council

(1999 – 2016)

Chair, Director

- Developed strategic plan and led team that successfully grew organization into a vibrant business – from a single employee with annual revenues of \$30,000 and limited programming hours to annual revenues of \$850,000, employing 30 plus individuals in either full or part-time capacities, and thousands of programming hours.
- Led transformation of board from a hands-on operational board to a governance board responsible for oversight and ensuring an executive team's performance and accountability.
- Led negotiations with local government and school boards for funding agreements, joint enterprises, and various infrastructure projects.
- In first year on the board, identified long-term employee fraud, oversaw a forensic report robust enough to ensure conviction, worked with banking regulators to recover funds, initiated a strategic plan to ensure the entity's operational stability and approached various levels of government to obtain emergency funding.

EDUCATION, RECOGNITIONS, AND PROFESSIONAL AFFILIATIONS

ICD Rotman – Directors Education Program (ICD.D) - 2022

ACE Board Certification – Corporate Directors International (CDI.D) – 2021

Cybersecurity Frameworks Certificate – CPA Canada 2020

Presenter, Financial Management Institute of Canada, PD Week 2014

Ontario Volunteer Service Award – 10 years - 2011

Chartered Accountant, Institute of Chartered Accountants of Ontario 2009

City of Ottawa Civic Appreciation Award – Community Activism 2007

B.B.A., Concentration Accounting, Bishop's University 1991

Functionally bilingual – English/French

Angus Carr

Serial Volunteer

[REDACTED]

Thunder Bay, ON, [REDACTED]

[REDACTED]

[REDACTED]

May 9, 2025

To: Nordiq Canada Nomination Committee and Owners

I am standing for election to the Board of Directors for Nordiq Canada. I have the requisite experience sitting on boards and organizational design to bring value to the Nordiq Canada Board at this important time for the organization.

I was recently appointed to the Board, as a replacement director. I have brought energy and new procedures to the governance committee. These new procedures have been demonstrated to reduce the administrative and meeting overhead of operating the committee, while focussing on making decisions rather than having discussion. The discussion can take place between meetings. Reducing the load on Directors is a key piece of improving the appeal of volunteering for Nordiq Canada.

As a former member of the Division Chairs Council, I have some opinions about the historical behaviour of Nordiq Canada. I am committed to using this experience in assisting our new CEO to design and operate the organization while reducing overhead of reporting. My motto as a board member is "Informed by history, looking forward to collaboration".

My priorities as a board member are:

- Transparency of business processes
- Comprehension of the integration of Divisions and Nordiq Canada, at operational and board levels
- Development of a board culture of empowerment
- Supporting the CEO to achieve a functional and efficient organization

My experience as an operational volunteer has helped me understand Nordiq Canada's program as an event host, and as a Technical Delegate. I have a personal commitment to skiing, grounded in supporting my childrens' athletic aspirations. I have a network of contacts across the country who provide perspective on the volunteer experience for our larger skiing community.

Nordiq Canada is currently in a position where there are opportunities for building trust between the board, staff, athletes and divisions. This is a core reason for improving transparency. Transparency means improved information flow. Transparency means enhanced consultation. Increased trust is built on collaboration.

I understand the governance model under which we operate. I understand the impact of our model on the organization, and I understand how the Board of Directors fits in. The position of a Director requires collaboration, humility and a positive outlook to challenging issues.

That's my pitch for election as a Director to Nordiq Canada- I have experience in governance and operations. I'm a collaborator. I'm familiar with Nordiq Canada.

Thank you for your consideration,
Angus Carr.

Angus Carr

Serial Volunteer

[REDACTED]
Thunder Bay, ON, [REDACTED]
[REDACTED]
[REDACTED]

SKILLS

Governance & Rules

Information Management

Board and Event Management

SELECTED EXPERIENCE

Nordiq Canada - *Director (Board Appointee)*

December 2024 - PRESENT

- Chair of Governance Committee - revision of bylaws, governance tasks, Agile Committee Procedures
- Participate in Executive Committee and Board activities

Ontario MNR, Thunder Bay - *Forest Resources Inventory Dev Spec*

July 2021 - PRESENT

- Project Management and Technical Design for \$10m Forest Resources Inventory program
- Spatial data fusion from statistical, optical and records data

Cross Country Ski Ontario - *Chair of Board of Directors*

June 2019 - June 2023

- Led Organization with “What Can We Do?” attitude
- Developed Agile Committee Procedures
- Participate in Nordiq Canada “Owner” Representation (DCC)

Cross Country Ski Ontario / Nordiq Canada - *Technical Delegate*

December 2018 - PRESENT

- Assistant Technical Delegate for Nordiq Canada at Tier 1 events
- Technical Delegate for Cross Country Ontario at Tier 2 events
- Attended Technical Delegate workshops in 2019, 2022 and 2024

SELECTED EXPERIENCE (cont'd)

Lakehead Superior Nordic Association, Thunder Bay - *Ski Nationals 2023 Chief of Competition*

April 2022 - March 2023

- Chief of Competition for 500-athlete competition event
- Managed bid committee and race committee
- Interfaced with Nordiq Canada for Technical Package refinement

Cross Country Ski Ontario - *Board of Directors (LSSD Rep)*

March 2016 - June 2019

- Represented Lake Superior Ski District - Cross Country at XCSO Board
- Review of Bylaws with respect to Ontario Non-Profit Corporations Act

Ontario MNR, Thunder Bay - *Regional Resource Analyst*

April 2008 - July 2021

- Supported Forest Management Planning (FMP) in NW Ontario
- Developed software and procedures for data review
- Business Process Inventory for FMP data management

EDUCATION

Lakehead University, Thunder Bay - *Masters of Forestry*

September 1995 - March 2000

Specialized in analysis of spatial data, including satellite imagery, lightning sensors, integrated into Geographical Information Systems for statistical analysis. Included significant teaching support requirements.

Lakehead University, Thunder Bay - *Hon Bachelor of Outdoor Recreation, Bachelor of Science (Biology)*

September 1989 - April 1993

A combined program where I got to explore human services organizations in natural spaces. Specific interests in parks management and statistics.

CERTIFICATION

FIS - *FIS Technical Delegate*

October, 2024

Ontario Professional Foresters Association - *Registered Professional Forester*

April 2009 - PRESENT

CATHERINE GRENIER

Saint-Ferréol-les-neiges (Qc)

Cell phone:

SKILLS

- Expertise in management, strategic planning, sustainability, fundraising, and partnerships.
- Skills in marketing, communications and human, and financial resources management.
- Fully bilingual: English - French

EXPERIENCE

NATURE CONSERVANCY OF CANADA (NCC) Since 2020- President & CEO

- Manage a team of 500 employees across Canada,
- Design strategic direction, set priorities, ensure accountability, and allocate resources to meet goals.
- Raised over \$1 billion in fundraising since 2020; aiming for \$1.5 billion by 2030.
- Inspire team pride, promote high performance, and build relationships with donors, partners, and elected officials.
- Advocate for NCC's mission, increase support for nature, and guide the organization towards growth.

SÉPAQ 2016-2020

Vice-President, National Parks Operations 2016 - 2020

- Ensure sound management of 24 national parks and 3 resorts.
- Provide strategic directions in terms of conservation, visitor experience and asset management
- Successfully mobilize an executive team of 24 members supporting 1500 employees.
- Establish and develop fruitful relations with government, regional, sectoral, and Indigenous partners.

Vice-President, Commercialisation 2016 - 2017

- In charge of marketing, communications, and sales for national parks, reserves and resorts of the organization.
- Develop business strategies, including products and pricing, manage public relations and cabinet affairs

PARKS CANADA 2008 - 2016

Director, Investment Planning and Portfolio Management 2013 - 2016

- Oversee the planning and sound management of the Agency investment plan of more than \$3B over 5 years.
- Develop a viable long-term asset management strategy for Parks Canada's \$16B portfolio
- Obtain \$2.6B funding for asset through successful proposals to political bodies and central agencies

Field Unit Superintendent, Québec City Field Unit 2013 * interim development assignment to gain operational insights

Director, National Urban Park Initiative, Toronto 2011- 2013

Senior Policy Advisor, Québec Executive Directorate 2009-2011

National Manager, Partner & Corporate Engagement, Gatineau 2008-2009

LOISIR SPORT OUTAOUAIS 2006 – 2008 Executive Director

SKI QUÉBEC ALPIN 2002 – 2006 Director, Regional Development

EDUCATION

Master of Business Administration M.B.A. 2009 University of Ottawa, Telfer School of Management

Bachelor of Public Affairs 2003 Carleton University, Arthur Kroeger College of Public Affairs

AWARDS AND DISTINCTIONS

- 2012 Queen's Diamond Jubilee Award Medal
- 2009, 2013 & 2015 Parks Canada CEO Award of Excellence
- 2016 Individual Award of Excellence – Canadian Parks Council
- 2017 150 Women for Nature, Nature Canada
- 2018 Volunteer of the Year – Regional Ski Association (Skibec)
- 2019 Outstanding Contribution Award – Canadian Parks Council
- 2023 Clean16 award – Canada's most impactful leaders taking climate actions

ADDITIONAL EXPERIENCE AND VOLUNTEER WORK

- Sustainable Forestry Initiative, board director (since 2021)
- Project Learning Canada, chair and past chair (since 2021)
- Centre plein air Mont-Ste-Anne, board director (since 2022)
- Club nordique Mont-Ste-Anne, vice-president of the board (since 2023)
- Ski Québec Alpin, board director (2016-2020)
- Tourism Industry Association Canada (TIAC), board director (2018-2020)
- Canadian Parks Council, board director (since 2016-2020)
- Quebec's *Table pour un mode de vie actif* - member (2016-2020)
- Participation in the Governor General's Canadian Leadership Conference (2017)
- Member of the National Executive Forum on Public Property (2013-2015)
- Sport Québec, board director (2007-09)
- Member of the *Comité National pour la Francophonie* at the 2010 Vancouver Olympic Games
- Official for the *Fédération Québécoise de Ski Alpin* (since 2003) and Nordic Canada level 2 (2021)
- Trainer for the Canadian Ski Coaches Federation (2001-09)

TARGET: Contributing financial expertise and broad business experience, to enhance stakeholder value, to promote strategic growth, and to support important Board governance.

Management and Board expertise from both sides of the table.

Professional with demonstrated success resolving complex business issues, dealing with financial information, risk and governance. Broad business knowledge in various industries, with multi-product, multinational, public and private companies. Served on Boards as management's financial expert and as corporate secretary. Deep knowledge in Audit, Compensation, Governance, Risk, DEI and ESG.

Regulatory experience with Maxim Power and Eguana Technologies as players in the electrical grid ecosystem. Strong community relations in Alberta and network within the oil and gas industry.

Key Strengths:

Corporate Governance	Strategic and Sustainability Planning	EHS Policy and Management
Financial Reporting	Innovation Support and Funding	IT and Business Systems
HR & Compensation	Budgets and Forecasts	Communication
Audit & Risk	Acquisitions, Divestitures, Due Diligence	Negotiation

EDUCATION & PROFESSIONAL DEVELOPMENT

ICD.D, (2021), ICD-Rotman, Directors Education Program	Institute of Corporate Directors
CPA, CA (1996)	Canadian Institute of Chartered Accountants
Master of Accountancy and Bachelor of Commerce, Honours	University of Manitoba
ESG – Board Oversight of Social Issues – Institute of Corporate Directors	2022
Risk – Board Oversight of Risk and Governance – Institute of Corporate Directors	2022
Indigenous Canada – University of Alberta online	2021

BOARDS, ASSOCIATIONS & COMMUNITY

Business Link Alberta	Director, Finance and Governance Committees
GreenCentre Canada - Ontario	Director, Member the Audit Committee
Habitat for Humanity Southern Alberta	Director, Comp and Audit and Risk and Governance Committees
Calgary Stampede Promotions Committee	Member and Volunteer
Calgary Flames Ambassadors	Director and Volunteer
Canadian Heavy Oil Association and Calgary Women in Energy	Past Treasurer / Member and Volunteer

PROFESSIONAL EXPERIENCE

CFO

GMS Canada Inc. Calgary, Alberta February 2025 –present

National building products distributor

Reporting to the CEO, direct all aspects of the finance and administration functions, including IFRS financial reporting, management reporting and operational finance support, with a team of 25.

CFO

Eguana Technologies Inc.

Calgary, Alberta

May 2023 – February 2025

Design, manufacture, and sale of energy storage hardware and software solutions, connected to the grid. Calgary head office and development, with global distribution.

Reporting to the CEO, direct all aspects of the finance and administration functions, including IFRS financial reporting, public company reporting (TSXv and OTC) and Board reporting, with a team of 5.

- Quarterly and annual financial reporting, including financial statements and continuous disclosure, audit and tax, MD&A, governance, insurance, accounting policy review and adoption, news releases and investor calls.
- Participate in investor relations, including writing, reviewing, and pitching investment presentations.
- Drive various Canadian, USA, Germany and Australia operational decisions, including “acquire, divest, grow or close”.
- Lead senior debt relationships, negotiations and amendments and weekly cash flow forecasting and decisions.

CPA, OWNER & PRESIDENT**Numberz Chartered Accountant**Calgary, Alberta **(Sept 2022 – May 2023; previously 2008 – 2014)**

- Fractional CFO - Financial reporting, corporate tax, business process, governance, and strategy.
- Titanium Corporation - 2021 - Contract CFO – Public company, IFRS reporting and grant funding/applications.
- Maxim Power Corp – 2020 - Concluded final construction to term loan requirements with senior lender and completed \$50M second term loan materials submission, for next phase of capital asset investment.
-
- AlterNRG and Pure Energy Services – Financial reporting contract – Monthly, quarterly, and annual reporting, including MD&A and Board reports, process improvements and conversion to and implementation of IFRS.
- Client service for QuickBooks, Simply SAGE Accounting, Payroll, Profile corporate and personal tax.
- *During 2008 to 2014, built a full-service chartered accounting firm for accounting, tax, business services, in various industries. Sold my 200 clients, with a staff of 4, to a new owner in 2014.*

CFO**Fluid Energy Group and SixRing Inc.**

Calgary, Alberta

October 2021 – August 2022

Global leader in the development, manufacture, and distribution of sustainable chemical solutions, plus innovation and commercialization of biofuel process technology. ISO 9001 facilities in Alberta, with global distribution.

Reporting to the CEO, directed all aspects of the finance and administration functions, including ASPE financial reporting, budgets and forecasting, strategy development, Board reporting, and human resources, with a team of 15.

- Participated in stakeholder relations, for new biomass technology company SixRing, including meeting and conference attendance, research, writing and reviewing grant applications and developing investment models and presentations.
- Attended business development opportunities, related to innovation and commercialization, to develop strategic partnership opportunities and build company reputation.
- Researched and coordinated with engineering on project risks, capital estimates, markets, and strategic partner options.
- Prepared and coordinated financial planning, including project models, capital estimates and NPVs.
- Worked on the strategic exit of the oil and gas business, with carve-out financials, quality of earnings assessment, financial forecasting, and investors deck.

EVP OPERATIONS & CFO**RGL Reservoir Management Inc.**

Calgary, Alberta

August 2014 – June 2020

Global manufacturer of engineered sand and flow control solutions. ISO 9001 facilities in Alberta, California and Oman and customers in worldwide.

Reporting to the CEO, accountable for strategic planning and execution, financial, budget, business analysis and IFRS reporting, risk management and governance, and operational planning and KPI achievement. Managed a team of 18 direct and 100 indirect reports, in 4 geographic locations and a budget of \$30M.

- Directed and oversaw all aspects of the finance and administration functions, including tax, legal, audit, supply chain, IT business systems and human resources.
- Integrated three Canadian businesses, post merger of the legal operating entities and worked to identify and perform cursory due diligence on potential growth acquisitions.

- Lead change management for deployment of computers to the plant floor, integration of business units, and participated in new product / new geography operational decisions.
- Managed credit agency, investor, and banking relationships, to complete reporting and ensure compliance with covenants, plus private equity, and syndicated debt reporting, including CPPIB and Goldmans Sachs.
- Restructured the balance sheet via lender negotiations and court approved filing, for a \$400M debt reduction.
- Launched and grew safety and quality cultures, including regular staff activities, ISO and API compliance and audits, EHS and QMS reporting and policy development.
- Lead the IT and Business Systems staff and take direct lead for developing, implementing, and maintaining the Business Central 365 ERP, including PowerBI, labour tracking, job costing and new shop and quality data.
- Brought predictability to the business with an annual budget model, continually updated forecast, five-year financial model and 13-week cash flow.
- Provided leadership in the development and continuous evaluation of short and long-term strategy, including mission, vision, and core values , KPIs for the global locations and product lines, plus tracking in the dashboard.
- Petitioned and lobbied for tariff and export relief from the Canadian Government, including participating with the International Trade Tribunal in Ottawa, and achieved a requested tariff exclusion.
- Initiated continuous improvement initiatives, including LEAN training and rollout to all staff.
- Lead company wide HR activities, including recruiting, compensation, and policy development, to on-board new staff, and to train, motivate and empower employees across the company.
- Performed research and analysis and created opportunities funnel and early due diligence for future M&A.
- Elevated customer relationships by participating in client meetings, trade shows and events.
- Ensured effective internal controls were in place and ensured compliance with GAAP/IFRS and applicable federal, provincial, and local regulatory laws and rules for financial and tax reporting.
- Corporate officer and acting secretary to the Board of Directors, handled all Board planning and reporting.

CPA, OWNER & PRESIDENT Numberz Chartered Accountant See previous section **2008 – 2014**

VP FINANCE & CFO

Birch Mountain Resources Ltd. Calgary, Alberta **May 2005 – May 2008**

Limestone mining development and operations in Alberta.

Reporting to the CEO, responsible for financing and shareholder relations, strategic planning, and execution, financial, budget and business analysis, public company reporting, risk management and governance.

- Completed the migration of the public company listing from the TSXV to the TSX and the OTC to the AMEX.
- Closed two company financings for a public share and warrant offerings of \$36M and a private debenture placement, working with private equity, investment funds, and OMERS.
- Prepared monthly, quarterly, and annual financial reporting, including financial statements, notes, MD&A, and annual Form 20-F, with responsibility for the audits, reviews, tax filings and risk management.
- Ensured compliance with securities regulations, including responding to inquiries by the SEC and ASC, filing of material change reports, press releases, Form 10Ks and required short form prospectus.
- Partnered with the internal auditor and external advisors to complete the Company's first quarterly and annual full SOX reporting.
- Prepared pitch deck and presented on North American investor road shows and conference calls.
- Developed human resource and governance policies, including Board charters and compliance requirements.

PREVIOUS PROFESSIONAL EXPERIENCE

Calgary Flames Hockey Club	Director of Finance
Alterna Technologies Group Inc.	Vice President, Finance & Administration
Barton Instrument Systems Ltd.	Divisional Controller
Ernst and Young	Manager, Accounting & Auditing



MARIE-HÉLÈNE THIBEAULT, MBA



ca.linkedin.com/in/mhthibeault



Granby, Québec, Canada

I am a results-oriented and strategic professional with more than twenty years of experience in communications, public relations, sponsorships, fundraising, and program management. Throughout the course of my career, I have excelled in diverse work environments, from large global entities to small, private companies and all the way to non-profit organizations. As a former member of the Canadian Alpine Ski team and lifelong sports enthusiast, I have worked extensively in sports including supporting three Olympic Games. I continue to spend all my personal time being physically active and inspiring others to follow suite. My distinctive approach to work is anchored on delivering high-impact outcomes by tapping into my can-do approach, high organizational skills, and commitment to a strong team culture.

WORK EXPERIENCES

Vice Chair Program Strategy Lead (Québec and Atlantic) and Manager, Executive Communications and Public Relations

[Deloitte Canada](#)

2021 – Present / Canada

Since August 2023, I have been responsible for the execution and monitoring of the Vice Chair program in Québec and Atlantic, including aligning tactical execution with the national strategic plan. Prior to that role, I was Manager, Executive Communications (supporting all official communications for the Relationships Office). I started my journey at Deloitte covering a one-year maternity leave on the national Public Relations team.

Manager, Communications and Philanthropy Program

[Appalachian Corridor - Environmental Conservation](#)

2020 – 2021 / Eastman, QC

Responsible for planning and producing all communications (media, print, web, social, events) and leading multiple fundraising campaigns (\$300 000 in donations per year in addition to targeted fundraising campaigns for specific conservation projects).

Director, Philanthropy, Donor and Alumni Engagement Programs

[Alpine Canada Alpin - Canadian Alpine Ski Team](#)

2018 – 2021 / Calgary, AB

Responsible for a \$1.6M fundraising target; planned, coordinated and hosted multiple fundraising events; lead alumni engagement communications and networking events; supported the communications and media team with strategic messaging.

Manager, Energy New Venture Competition (Contract)

[University of Calgary](#)

2016 – 2018 / Calgary, AB

Oversaw all aspect of the one-day, North America wide annual competition, from competition governance to competitor recruitment and competition hosting. Awarded more than \$100,000 in prizes every year.

Manager, Marketing (Contract)

[4iiii](#)

2016 – 2017 / Cochrane, AB

Supported Tour de France sponsorship activation and communications for cycling power meter startup.

Director, Marketing and Communications

[University of Calgary - Faculty of Science](#)

2014 – 2016 / Calgary, Alberta

Led strategic initiatives for seven departments, covering 5,000 students and 250 faculty members.

Executive Director

[Fast and Female Supporting Women in Sport Foundation](#)

2008 – 2015 / Canmore, AB

Responsible for all aspects of the non-profit organization: from strategy, planning, program development and delivery, budget management, board reporting, sponsorship, communications. Increased the organization's reach from 30 participants to 3,000 during my tenure. Helped to grow the program to the USA. Global program budget also went from \$50,000 to \$250,000 over my 8 years of engagement.

Manager, Alpine and Biathlon Venue Media Rooms (Contract)

[Vancouver Olympics Organizing Committee](#)

2009 and 2010 / Whistler, BC

Managed all operational aspects of the media room as well as volunteer coordination.

Manager, Communications and Media

[Alpine Canada Alpin - Canadian Alpine Ski Team](#)

2004 – 2006 / Calgary, AB

Managed all press release writing; media relations, speech writing, sponsorship launches, athlete media training and briefings; accompanied athletes at World Championships and Olympic Games.

VOLUNTEERING

Ambassador

[Douglas Foundation](#)

2020 - Present

I am heavily involved in supporting mental health and mental health research – serving as a fundraising ambassador for the Douglas Foundation in support of the Douglas Institute at McGill.

NOTABLE ACHIEVEMENTS

Most influential women in sport in Canada	CAAWS award	2010 and 2012
All-American and Member of the Green	NCAA, Dartmouth College	2002
Nomination - Canadian Alpine Ski Team	Alpine Canada	1997-1998

EDUCATION AND COURSES

MBA	Université de Sherbrooke and University of Calgary	2003-2007
Bachelor of Arts	Dartmouth College, NH, USA	1998-2002
High school	Burke Mountain Academy, VT, USA	1993-1997
CPR	CanFit Pro and Red Cross CPR certification	1996, 2015, 2019
CanFitPro	Fitness instructor course	2015
Spinning instructor	Indoor cycling training, Canada	1996

Dear Morgan Rogers,

I am writing to express my strong interest in a Board position with Nordiq Canada, bringing extensive financial and risk management expertise cultivated through senior leadership roles in the public and private sector. As a proud Canadian and an advocate for Canadian sports and empowering youth, I am particularly drawn to Nordiq Canada's mission.

I currently serve as Vice President and Chief Economist at ATB Financial, providing insights for senior leadership and the Board at ATB on emerging economic trends and risks. I also have a public facing role, giving presentations to audiences throughout Alberta and participating in media discussions about economic trends.

Previously, I held significant senior leadership positions in the Government of Alberta with a strong emphasis on financial forecasting and risk analysis. Earlier, at PricewaterhouseCoopers LLP, I managed economic consulting engagements across diverse industries, conducting financial feasibility studies and risk assessments. My experience also includes economic analysis and forecasting roles at the Department of Finance Canada. My academic foundation includes an M.A. in Economics (University of Alberta) and a B.Com in Finance. I was President of the Economics Society of Northern Alberta, and participated on a technical mission to advise the government in Mongolia.

My background provides a deep understanding of financial principles, risk management, economic forecasting, and strategic planning, directly relevant to the financial oversight responsibilities of a Nordiq Canada Board member. I am adept at analyzing complex financial data, identifying risks and opportunities, and contributing to effective governance.

More importantly, as a father of two daughters, I have a passion for sports in Canada and empowering youth. I am a strong communicator and collaborator, eager to contribute my skills to Nordiq Canada's financial health and sustainable growth.

Thank you for your consideration. My CV is attached, and I welcome the opportunity to discuss my application further.

Sincerely,

Mark Parsons

Mark Parsons

Edmonton, AB

Email:

Summary

Mark is the Vice President and Chief Economist at ATB Financial. Mark has over 20 years of experience in progressively senior roles at Alberta Treasury Board and Finance, PwC and federal department of Finance in Ottawa. Mark is past president of the Economics Society of Northern Alberta and holds a Masters degree in economics from the University of Alberta.

Education

- Masters of Arts (M.A.) in Economics – University of Alberta (2014)
- Bachelor of Commerce, (B.Com) in Finance, minor in Economics – University of Alberta (2012)

Professional Experience

1. ATB Financial

Vice President and Chief Economist
Edmonton, Alberta
April, 2023 to Present

As chief economist, Mark is ATB's spokesperson on the economy. He provides advice to the Senior Leadership Team and Board of Directors on emerging trends, opportunities and risks. Mark presents to a range of industry audiences and is frequently quoted in the media. His team's analysis of recent developments and the outlook is used by clients and Albertans to inform decision making.

2. Executive Council

Deputy Minister, Intergovernmental Relations
Edmonton, Alberta
April, 2022 to March, 2023

Leadership of department responsible for Canadian and International relations. Advice on federal and provincial relations, including on domestic trade policy, intergovernmental meetings (Council of the Federation, Western Premiers' Conference and First Ministers meetings), and the ESG Secretariate.

3. Alberta Treasury Board and Finance, Economics and Fiscal Policy

Assistant Deputy Minister
Edmonton, Alberta
August 2015 to October 2015 (acting), October 2015 to April 2022

Leadership of division responsible for advice to the Minister of Finance, Treasury Board Committee on economic outlook, fiscal and tax issues. Oversaw the development of the official economic and revenue forecast and the development of Alberta budgets. Provided media briefings and gave frequent presentations. Attended Finance Ministers Meetings and helped Alberta negotiate on federal fiscal arrangements.

4. Alberta Treasury Board and Finance, Economics and Revenue Forecasting

Chief Economist and Executive Director
Edmonton, Alberta
July 2014 to November 2014 (Acting), December 2014 to August 2015

Led the branch responsible for current analysis, economic and demographic forecasts that underpin the provincial budget. Frequent presentations to government departments, industry board of directors, and at industry events on

Alberta's economy. Provided technical briefings to the media, stakeholders, and opposition for budget and fiscal updates. Chaired Alberta forecast consultations with private sector chief economists.

5. Alberta Treasury Board and Finance, Economics, Demography and Public Finance

Deputy Chief Economist

Edmonton, Alberta

November 2011 to July 2014

Led the Economic Forecasting and Analysis team. Responsible for budget and quarterly economic forecasts and analysis used for budget and strategic policy development. Led the development of regular economic publications and gave regular presentations to private and public sector audiences. Chaired the Macroeconomic Forecasting committee.

6. PricewaterhouseCoopers LLP ("PwC")

Consulting, Economics and Statistics

Manager and Senior Economist

Edmonton, Alberta

March 2008 to November 2011

Led PwC's Economics and Statistics practice for Alberta. Responsibilities included managing projects and staff, coaching, business development, delivering presentations and reports, development of economic models and forecasts, and contributing to PwC thought leadership publications. Examples of projects include:

- *Confidential oil and gas client.* Economic analysis of the shale gas industry in North America, with a focus on western Canada and Northeastern BC, to help project future demand for fracturing material.
- *Canadian Imperial Bank of Commerce (CIBC).* Provided a current state overview and outlook for Alberta's oil sands industry. The analysis supported a confidential business review of a supplier to the industry.
- *BC Hydro.* Led a study on British Columbia's mining industry. Project included a review of economic conditions, an outlook for base metals and coal, and detailed production forecasts of all BC mines.
- *Public Works and Government Services Canada (PWGSC).* Traffic generation and planning study. Led the analysis of industrial activity around a highway corridor to project future highway demand.
- *Government of Nunavut.* As part of a multidisciplinary team, developed financing options for proposed major infrastructure projects in Nunavut. Evaluated public-private partnership (P3) versus traditional procurement.
- *Confidential Private Equity Firm.* Led a feasibility study for a proposed hotel in Edmonton, which involved forecasting occupancy rates and room night demand over a 5-10 year period.
- *Alberta Gaming and Liquor Commission.* Led an econometric study that examined the impact of different U.S. liquor supply chain systems on employment, store counts and alcohol prices.

7. Department of Finance Canada

Economist, Economic Analysis and Forecasting Division

Economic and Fiscal Policy Branch

Ottawa, Ontario

May 2006 to March 2008

Developing economic models and economic forecasts to support Finance Canada's budget planning process. Projects included writing the economic chapter for the Federal Budget and Economic and Fiscal Update, monitoring developments in the major overseas economies, preparing economic growth forecasts, developing forecast models for GDP growth, inflation, and crude oil demand, supply and prices, and special studies (e.g. an econometric analysis of U.S. corporate profitability, the impact of gasoline prices on personal consumption patterns, and an analysis of global current account imbalances)

8. Department of Finance Canada

Economist, Evaluation and Research Group
Tax Policy Branch
Ottawa, Ontario
November 2004 to April 2006

Economic evaluations of tax measures and providing tax policy analysis to the Minister of Finance. The position involved frequent presentations and briefings to senior management. Projects included an econometric analysis of the impact of the dividend withholding tax on repatriation patterns, modeling effective tax rates faced by U.S. Multinationals on Canadian-source income, econometric evaluation of federal corporate income tax changes on Canadian industry- and firm-level investment, and economic evaluation of the federal tax credit for Scientific Research and Experimental Development (SR&ED).

Other Experience

Technical Fiscal Advisor, Mission to Mongolia (September 2017). Trained Mongolian government staff, advised senior officials, and presented at a Bloomberg Conference. Sponsored by Federal Government through Strengthening Extractive Sector Management in Mongolia (SESMIM), a program aimed at building policy capacity and improving governance.

Past President, Economics Society of Northern Alberta (ESNA).

Past Board Member, National accessArts Centre (NaAC)

Past Member of the Economics Committee, Canadian Home Builders Association, Edmonton Chapter.

Toastmasters International, Downtown Ottawa Club.

Publications/Speaking Engagements

Regularly speaker at industry events on Alberta's economic situation and outlook. Developed a series of new economics publications at Treasury Board and Finance, including Economic Trends, In Focus and new Spotlights.

"Pipeline constraints, oil price differentials and the Canadian economy", Presentation at the 2013 Canadian Economics Association meeting in Montreal, Quebec

"Rewarding Innovation: Improving federal tax support for business R&D", C.D. Howe Commentary, September 2011.
https://www.cdhowe.org/sites/default/files/attachments/research_papers/mixed/Commentary_334_0.pdf

Regular contributor to Economic Update as part of PwC's Thought Leadership publications.

"Rewarding Innovation", presentation to the Fiscal and Tax Competitiveness Committee, C.D. Howe Institute, Toronto, May 2011.

"Tax policy: the role of R&D tax incentives", presentation at the Global R&D Tax Symposium, Dublin, Ireland, May 2011.

"Does Health-Care Spending Crowd Out Other Provincial Expenditures", Canadian Public Policy, Vol. 32, No. 2, June, 2006), pp. 121-139. (with Stuart Landon, Mel McMillan and Vijay Muralidharan). Awarded John Vanderkamp prize for best paper in the Canadian Public Policy Journal in 2006.

"The Effect of Corporate Taxes on Canadian Investment: An Empirical Investigation", Department of Finance Working Paper 2008-01.

"An Evaluation of the Federal Tax Credit for Research and Development", Department of Finance Working Paper 2007-08 (with Nicholas Phillips).

Awards and Fellowships

- John Vanderkamp Prize, 2007 (best paper published in the Canadian Public Policy Journal in 2006)
- MA Core Prize in Economics, 2004 (highest academic standing in the MA economics program)
- Canada Graduate Scholarship, Social Sciences and Humanities Research Council of Canada (SSHRC), 2003
- Walter H. Johns Graduate Fellowship, 2003
- Graduate Assistantship, University of Alberta Department of Economics, 2002-2004
- Financial Executives Institute Silver Medal in Finance, 2001 (highest academic standing in finance courses)
- BP Canada Energy Company Scholarship in Business, 2001

TRACY GRIERSON, CPA, CA

| [/LinkedIn/tracygrierson](#)

High energy and versatile executive finance leader with a strategic approach to managing risk and enabling innovation within key business processes including areas of finance, legal, human resources, information technology, and commercial contracting. Extensive background in financial reporting and accounting, budgeting and forecasting, cash flow management, and governance complimented with diverse talents in creating and leading high performing teams through change and challenge.

Professional Experience

CHIEF FINANCIAL OFFICER, FRACTIONAL CONTRACTS

2019-Present (6+ years)

- Acceleware: Reporting to the CEO and a member of the executive team responsible for strategy, oversee financial reporting and analysis, perform cash flow forecasting and budgeting, lead and facilitate financing transactions, manage board governance, and complete TSX-V listed issuer compliance activities. [2019-2024, 5 years]
- Aja Health and Wellness: A referral from MNP, working with the founders and legal advisors to complete a reverse takeover transaction with a TSX-V listed issuer. Completed financial reporting for regulatory filings, including pro forma financial statements, annual financial statements and managements discussion and analysis. Worked closely with CEO and COO of the private companies. [2023-2024, 12 months]
- Morning House Inc: Reporting to CEO who owns and operates a resort and restaurant in Jasper. As a key member of the management team, I provided services in strategic leadership advisory, capital management, banking relationships, process and controls, financial reporting, budgeting and forecasting, contract review, HR, IT, legal oversight, and analysis of other hospitality opportunities. (2019-2024, 5 years)
- Fast and Female Supporting Women in Sport Foundation, a Canadian registered charity in Alberta. Reporting to the founder and CEO, provided financial reporting, budgeting, strategic leadership, board governance processes, fundraising and grants, oversight of HR processes (2019-2021, 3 years)

CONTROLLER

2013 – 2018 (5 years)

Black Diamond Group

As the Corporate Controller, reported to the CFO and oversaw the entire accounting and reporting functions including internal and external financial reporting, internal controls, corporate and centralized services, forecasting, budgeting and operational accounting. Also, worked closely with tax, treasury, payroll and human resources.

- Created and presented executive presentations on commercial and financial results, forecast and strategy
- Managed financial board communications, coordinated and led meeting with chair of audit committee
- Implemented new processes and controls and led change through many restructuring and re-organizations
- Interpreted, analyzed and accounted for complex commercial contracts in accordance with IFRS
- Implemented new KPIs for internal financial reporting
- Reduced the days to close from 13 to 6 while increasing accuracy of reported results
- Promoted annually, even during downsizing activities of the Company
- Led an internal strategic visioning process for entire finance team
- Direct reports fluctuated between 3 and 5 managers, business unit controllers with over 25 indirect reports

DIRECTOR OF FINANCE

2010 – 2013 (3 years)

Wasteless Environmental (Strategic Business Solutions Canada)

Reported directly to the President with additional reporting to the parent company CFO, and also a member of the executive management committee responsible for strategic decision making. Managed a team of 11 staff and all aspects of accounts payable, accounts receivable, collections, payroll, taxes, and information technology. Managed cash flows and the relationship with the bank.

- Significantly improved financial reporting and senior management understanding of financial results
- Performed budgeting and created KPI for better monitoring of business results
- Moved and re-hired the entire accounting function from Edmonton to Calgary in five months
- Assisted in a successful acquisition of a competitor

SENIOR MANAGER FROM STAFF ACCOUNTANT

2000 – 2010 (10 years)

Ernst & Young, Winnipeg, Toronto, Calgary

Senior Manager of some of the largest public and not for profit audits of the Toronto and Calgary offices including clients in markets such as healthcare, education, government, international mining and manufacturing, and oil and gas. Led the audit process for many public debt and equity offerings in Canada and U.S.

In addition to progressively more senior roles in audit and assurance in three major cities, participated in national firm initiatives including:

- Key member of the student recruiting team in Calgary.
- National member of Ernst & Young's diversity committee
- Instructor – intermediate audit and accounting courses and a new manager course
- Member of the Calgary Professional Women's Network
- Audit Quality Reviewer for firm clients

Certifications and Education

CPA, CA – Alberta & Manitoba

Controllership Program – CPA Canada

Bachelor of Commerce (Hons) – University of Manitoba

Volunteer Activities

Scholarship Committee Chair, South Calgary Ringette Association 2021- 2024 (3 years)

Team Treasurer, Springbank Minor Hockey & South Calgary Ringette (2021)

Board Director & Treasurer, West Ridge School Fundraising Society 2015 to 2020 (5 years)

Casino Chairperson, West Ridge School Society (2018 to 2020 including the inaugural casino)

Yoga Teacher Training, 200 hours Pure Hot Yoga (2019)

Interest & Activities

Fitness, yoga, golf, cross-country skiing, hiking, cycling, curling, baseball, minor hockey, investing, swimming.

WENDY JOHNSTONE

████████████████████ | ████████████████████ | [linkedin.com/in/wendyjohnstone](https://www.linkedin.com/in/wendyjohnstone)

PROFESSIONAL PROFILE

Experienced nonprofit leader, board director, and innovator with 25 years of experience in the nonprofit, health, and community sectors. Currently serving as Director of Programs and Innovation at Family Caregivers of BC, leading provincial system-change initiatives focused on caregiver inclusion, quality improvement, and service innovation. Proven track record in governance, strategic planning, organizational culture, program evaluation, stakeholder engagement, and continuous quality improvement. Skilled in developing and scaling client-centered programs that empower individuals and build system capacity, including the co-creation of Canada's first caregiver-specific social prescribing program (Caregiver Rx). Passionate about fostering community connection, supporting organizational development, and building resilient, high-performing organizations.

BOARD AND VOLUNTEER LEADERSHIP

Strathcona Nordic Ski Club — Board of Directors (2017–2024)

Served six years, including two terms as President and four years as Secretary.

- Recruited and supported hiring of a new full-time Head Coach and part-time Club Coordinator.
- Facilitated board training and onboarding to strengthen director engagement and understanding of governance roles.
- Developed and implemented governance policies, role descriptions, and volunteer support structures to strengthen organizational capacity.
- Navigated leadership transitions, including a challenging coaching situation, emphasizing transparency, collaboration, and resilience.
- Oversaw club budgeting and financial planning, aligning resources with club priorities and strategic goals.
- Secured and managed annual funding initiatives supporting athlete development, coaching excellence, and club operational stability.
- Fostered community connection through camps, events, and club-wide activities.

PROFESSIONAL EXPERIENCE

Family Caregivers of BC — Director of Programs and Innovation (2019–Present)

- Lead system-wide initiatives integrating family caregivers into healthcare through innovative programs and quality improvement models.
- Co-developer of Caregiver Rx, Canada's first caregiver-specific social prescribing program, focused on advancing caregiver-friendly healthcare, improving caregiver health outcomes and system navigation.
- Oversee strategic development, multi-stakeholder partnerships, program evaluation, advocacy, and high-profile funding initiatives.
- Manage multi-year program and organizational budgets, ensuring accountability, financial alignment, and reporting compliance across diverse funders and stakeholders.
- Champion person-centered system innovation aligning with health system and community priorities.

Keystone Eldercare Solutions — Founder and Principal Consultant (2008 - 2024)

- Owner and operated a small business for 15 years specializing in eldercare consulting, system navigation, and transitional care planning.

Stroke Recovery Association of BC — Program Director & Lead Consultant (2008 - 2016)

- Designed and evaluated programs supporting stroke survivors and caregivers across BC.

EDUCATION

- Master of Arts (Gerontology), Simon Fraser University
- Bachelor of Physical and Health Education, University of Toronto
- Case Management Studies (Certificate), McMaster University

SKILLS AND COMPETENCIES

- Board Governance & Leadership
- Strategic Planning & Organizational Development
- Nonprofit Management
- Policy Development
- Stakeholder Engagement & Community Building
- Program Innovation & System Integration
- Public Speaking & Advocacy

PERSONAL INTERESTS

- Passion for cross-country skiing, cycling, and outdoor adventure
- Advocate for lifelong sport participation and community building
- Belief in teamwork, resilience, and the power of sport to inspire and connect
- Supporter and parent of a high-performance Canadian cross-country skier
- Former national-level junior athlete (Junior National Field Hockey Team)..eons ago! 😊

Zachary James Weston, MSc, MBA

Waterloo, Ontario | [REDACTED] | [linkedin.com/in/zweston](https://www.linkedin.com/in/zweston)

Business Executive | Strategic Innovator

Morgan Rogers

Chair, Nordiq Canada

May 2, 2025

Regarding: Nordiq Canada Board of Directors Application

Dear Morgan,

It is my sincere pleasure to submit my application for consideration with Nordiq Canada for consideration for the vacant position on the Board of Directors.

I have a tremendous passion for elite sport performance and was fortunate enough to be involved providing clinical services to prepare Olympic and Paralympic athletes for several games including the 2012 London games where an individual I supported was successful in contributing to winning a gold medal as part of the Men's Wheelchair Basketball team. Watching Canadian Athletes compete at such an outstanding level is truly inspirational. Having the knowledge and understanding regarding the physical, emotional, logistical and financial challenges these world class athletes endure however can also be frustrating. It is my intent to enhance the system to ensure these athletes representing our country are better supported as they prepare and compete while wearing the maple leaf on the world stage.

Nordiq skiing is absolutely one of my personal passions and I've been grateful to have had the opportunity to ski in Ontario, Quebec, Alberta and BC over the past year. The inclusive nature and ambitious vision and mission of Nordiq Canada aligns strongly with my personal values to contribute to making our world a better place through the positive impact of sport. My experience includes several roles board positions including Treasurer and Vice President, Strategic Partnerships with the Ontario Kinesiology Association (6 years), financial contributions and oversight to the City of Waterloo's Economic Development Advisory Committee (9 years), provincial cardiac services planning with the Ontario Cardiac Leadership Council (4 years), and numerous other project leadership and research committees. During my time with the Ontario Kinesiology Association, I played an integral role in the achievement of regulation of the profession of Kinesiology which is the only jurisdiction worldwide where this has been achieved.

In my role as CEO for the Canadian Society for Exercise Physiology (CSEP), I championed the execution of a new requirement for all Canadian Sport Institutes, in collaboration with both Sport Scientist Canada and Own the Podium, to require consistent and standardized credentialling through CSEP to ensure all Olympic, Paralympic and Next Generation Athletes have access to the highest qualified clinicians in exercise science in Canada. This project has further contributed to developing world leading credentials for Sport Physiologists in collaboration with the COPSI Network.

I have invested significant time with consultants to better learn and engage with effective organizational governance models to support effective leadership and strategic plan execution while ensuring support to the senior leadership team to develop and establish healthy workplace culture. As an educator, I have taught courses directly related to effective business operations including Organizational Behaviour, Organizational Leadership and the Entrepreneurial Method. As a business leader and educator, I am able to bring both practical experience and textbook theoretical principals. I believe this blend is helpful in ensuring accountability and application of evidence based best practice for effective operations and healthy business environments.

Zachary James Weston, MSc, MBA

Waterloo, Ontario | [REDACTED] | [linkedin.com/in/zweston](https://www.linkedin.com/in/zweston)

Business Executive | Strategic Innovator

During my time working in the Waterloo Wellington Local Health Integration Network (a crown corporation linked to the Ministry of Health in Ontario), I supported numerous regional clinical programs and individually developed clinical expansion financial plans for orthopaedics (\$9M) and cardiology (\$80M) while annual reviewing hospital operational plans totalling \$650M in local health care services.

The combined experience and skills that I believe I would bring to the Nordiq Canada board of directors includes:

Strong financial management, budgeting and literacy

Not for profit governance experience and oversight model expertise

Development of committee reporting structure and project management execution

Experience with accreditation and regulation

Business leadership, national and international partnership execution, risk management

Passion for and experience working with Athletes

I am an active networker and live the African Proverb that if you want to go fast, go alone, but if you want to go far, go together. I would be thrilled to add my passionate interest to support Canada's best athletes through behind the scenes leadership support to the administration and governance for Nordiq Canada.

Sincerely,

A handwritten signature in black ink, appearing to read 'Zach Weston', with a stylized, cursive script.

Zach Weston

Zachary James Weston, MSc, MBA

Waterloo, Ontario | [REDACTED] | [linkedin.com/in/zweston](https://www.linkedin.com/in/zweston)

Business Executive | Strategic Innovator

A visionary Chief Executive Officer with over two decades of experience leading impactful strategic initiatives, fostering partnerships, and driving organizational growth. Proven success in team leadership, governance, performance management, and achieving significant operational and financial results. Skilled in economic development, data analysis, and fostering innovation within academic, government and NFP settings. Adept at developing and executing strategic plans, creating national and international partnerships for mutual benefit, and leading diverse teams to achieve ambitious goals. Known for cultivating success with a combined transformational and servant leadership style to create inclusive environments, championing entrepreneurial initiatives, and delivering engaging and inspiring lectures.

Education

Master of Business Administration (MBA)

Wilfrid Laurier University
Waterloo, Ontario, Canada
2003-2008

Master of Science

Exercise Physiology/Kinesiology
University of Waterloo
Waterloo, Ontario, Canada
1999-2001

Bachelor of Science, Kinesiology

Honours, Co-op
University of Waterloo
Waterloo, Ontario, Canada
1993-1998

Skills

- Team Building
- Executive Leadership
- Government Relations
- Business Development
- Board and Organizational Governance
- Not for Profit Management
- Strategic Planning
- Financial Management
- Project Management
- Communication
- Partner Engagement
- Innovation
- Entrepreneurship

Research Publications

<https://scholar.google.com/citations?user=dgAoMwYAAAAJ&hl=en&oi=ao>

Student Evaluation Reviews

<https://www.ratemyprofessors.com/professor/487069>

Professional Experience

Chief Executive Officer

2022 - 2025

Canadian Society for Exercise Physiology (Ottawa, Canada)

Reported to the Board of Directors

- Organizational lead managing a team of 96 including board and committee volunteers.
- Championed national and international partnerships creating positive impacts with Provincial Ministries of Health and the Canadian Olympic and Paralympic Sport sector..
- Led the board through the development and execution of a 3-year strategic plan, refreshed Vision, Mission and Value statements, & oversight of governance review
- Introduced key performance indicator tracking and human resources performance management to improve recruitment and retention of top talent.

2023-25 Strategic Initiatives Resulted in:

- 28.5% increase in reserve fund investments
- 86% growth in online learning participants
- 12% growth in online sales
- 1300% growth in student members
- 15% growth in professional members
- 176% growth in conference revenue compared against 2019 (last pre-COVID)

Faculty Member

Wilfrid Laurier University (Waterloo, Ontario | Contract)

2003 – Present

- Instructed 85+ undergraduate courses and laboratories in science and business teaching nearly 3000 students.
- Developed clinical, professional practice and jurisprudence curriculum to prepare students for licensure through the Regulated Health Professionals Act.
- Provided business modelling, strategy and venture creation mentorship to Faculty, Students and start-up companies resulting in successful seed funding and multiple offers on Dragon's Den.
- Championed the creation of a science-based manufacturing maker-lab for entrepreneurial students to build prototypes and minimal viable products.
- Created the Research2Revenue competition with OCE funding connecting Faculty with Students interested in entrepreneurship.

VP Strategy & Business Development / Executive Strategy Officer

Key Metrix Inc. (Kitchener, Ontario | Consulting Role)

2020 – 2022

Reported to the CEO

- Provided advice and mentorship to the CEO on business strategy, marketing, branding, customer experience and market penetration initiatives.
- Provided leadership to advance early adoption and growth for solution partner health technology innovations in rehabilitation and legal sectors of personal injury and motor vehicle accidents cases.

Committee and Board Volunteer Experience *(selected list)*

International Confederation of Sport and Exercise Science Practice (ISCESP) Expert Reference Group; 2022 - 2025

ParticipACTION Community Better Challenge National Review Committee; 2022 - 2025

Wilfrid Laurier University Innovation and Entrepreneurship Strategy Advisory Committee; 2021 – 2022

City of Waterloo Economic Development Advisory Committee (WEDAC); 2016 – 2024

Ontario Cardiac Leadership Provincial Council (CorHealth and the Ontario Ministry of Health); 2018 – 2021

Think Tank on Global Collaboration in MedTech Innovation Dutch Mission; 2019

Wilfrid Laurier University Dean of Science search committee; 2017 – 2019

Ontario Kinesiology Association Board of Directors (VP Strategic Partnerships); 2006 – 2011

Conference Presentations *(Selected list)*

Canadian Obesity and Hypertension Conference, Banff, Alberta | 2024

Sport Innovation Network, Halifax, Nova Scotia | 2023

Ontario Exercise Physiology Conference, Kingston, Ontario | 2023

Youth Sport Trust, Telford/Loughborough, United Kingdom | 2023

Leadership in Medical Innovation and Research, Laurier Leadership Summit, Waterloo, Ontario | 2020

Utilization Network Managers of Ontario Annual Education Day, Toronto, Ontario | 2019

Transforming Health Care Through Digital Innovations, Conference Board of Canada, Ottawa, Ontario | 2017

Chair/Professor, School of Health Sciences Conestoga College (Kitchener, Ontario)

2019 – 2021

Reported to the Executive Dean.

- Led a team of 78 individuals in a unionized and non-unionized environment within 7 clinical academic programs in the School of Health and Life Sciences.
- Responsible for a budget of \$5.8M.
- Implemented new requirements for international student enrollment resulting in 133% increase in admissions.
- Launched the first Immersive Interactive simulation education training Centre in Canada.
- Successfully directed the operations and provided organizational leadership and stability for the School of Health Sciences during the COVID-19 pandemic. All programs completed on schedule despite fluctuating provincial lockdowns and changing regulations requiring agile modifications.
- Led the largest group of partners to successfully complete the CQAAP College Quality Assurance Audit.

Manager, Health System Performance and Clinical Innovation

Waterloo Wellington Local Health Integration Network (WWLHIN)

2014 – 2020

Reported to the Chief Strategy Officer, Vice President of Innovation & Strategic Partnerships, and Director of Performance

- Managed a team of 18 direct and 53 indirect reports in a unionized and non-unionized environment with a budget of \$6.3M.
- Managed the performance of Regional clinical programs through the creation of trusting partner relationships. Responsible for Cardiology, Ophthalmology, Orthopaedics, Rehabilitation, Physiotherapy, Surgery, Critical Care, Stroke Network, Chronic Disease Prevention and Management (Diabetes, COPD, CHF) and others.
- Chaired the primary care steering committee to creating a strategy for chronic disease prevention and management resulting in the publication of leading practices adopted by the Ontario Health Strategy Working Group.
- Achieved Board approval for the submission to the MOH for an \$80M plan to expand the Regional Cardiac Program including services for electrophysiology, TAVI, and cardiac catheterization.
- Analyzed performance and reviewed Hospital Annual Planning submissions for services exceeding \$650M. Engaged Hospital Executive leaders to ensure their plans aligned with health system priorities and provincial mandate.
- Managed complicated clinical, operational and facility risks during COVID19 with appropriate escalation to executive leadership and Ministry of Health. Achieved resolution and advancement of a \$9M capital cardiac project to avoid future operational costs associated with patients requiring care in the United States for emergency cardiac procedures.

Founder, President and CEO

KW Kinesiology Incorporated (Waterloo, Ontario)

2005 – 2016

Founder and business partner of 5 health and life-science businesses providing clinical services, tele/virtual care, product adoption/penetration and distribution management.

- Achieved government regulatory approval from OHTAC (Ontario Health Technology Advisory Committee) and licensing of manufactured technology for distribution in Canada for healthcare treatment and diagnosis.
- Provided sports medicine exercise physiology products and services to patients with chronic diseases and athletes who achieved world championship (including Olympics and Paralympics) Gold medals and Stanley Cup championships.