

## Carole Higgins



Carole has over 25 years' professional experience in global IT and Telecommunications across multiple disciplines and management roles in global sales and marketing, finance, business strategy, and strategic development.

In addition to earning an MBA from Queen's University, Carole graduated from University of Ottawa with a degree in Commerce with Honours in Marketing and has completed the certificate in Social Media Marketing Strategy at George Brown College.

CH Harrogate Holdings

*A boutique professional services and consulting firm.*

President

July 2016 to Present

Develop and manage implementation of market strategies for clients, including development of key priorities, market positioning, and digital strategy as a key element of communications plan with focus on performance measurement and ROI.

Orange Business Services

*A global telecommunications services company serving the communications needs of multinational companies worldwide.*

Head of Global Teaming & Strategy, Americas

2008-2015

Champion teaming and business development efforts working with teams across the globe to accelerate profitable revenue growth in support of Americas market strategy.

Assessed go-to-market strategy, customer segmentation and resource alignment and defined strategic reporting metrics and governance model to measure progress

Established a global cross-functional *community of interest* for luxury retail to share best practices across the sector and foster collaboration amongst global teams.

Head of Global Teaming, Americas

2006-2008

Responsible for strategic development and execution of global teaming programs for the Americas within the France Telecom Group to create a culture of global teaming and best practice approach for multinational clients and prospects.

GM & Country Manager, Canada

2002-2006

Responsible for the general management of the Canadian business unit with a revenue plan of \$30M+. Direct responsibility over Sales, Professional Services and Field Marketing teams

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## Board Experience

Currently pursuing new opportunities to leverage her unique global cross-functional management and collaboration experience to Not-for-Profit organizations to continue to grow in the practice of strong governance and make a difference in a most meaningful way.

Director, Orange Business Services Canada Management Board 2002-2015

She has represented Orange Business Services Canada as a Director of the Management Board for 13 years (2002-2015). In this capacity, she ensured the company's operations in Canada fulfilled both rigorous corporate and national/ provincial government agencies governance requirements.

Member of the Institute of Corporate Directors (ICD) 2016 to present

As a national community for directors, the ICD is a not-for-profit, member-based association. With more than 11,000 members and a network of 11 chapters across Canada, we are the only globally recognized director organization in Canada. ICD provides a forum for engagement and dialogue to support its member directors with educational programs, networking and experience to promote strong governance when facing a myriad of challenges.

Certificate in Not-for-Profit (NFP) Board Governance 2017

The NFP Program, jointly developed by ICD and the University of Toronto's Rotman School of Management and Telfer School of Management, is an intensive program focused on key accountabilities and responsibilities for NFP leaders through extensive use of team-based learning.

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## Equestrian History

Carole is the proud and loving owner to a European warmblood yearling, Cannella who inspires her every day...

As a young filly, Cannella was shown in the Amy West breeders show in August 2016 and was accepted into the Oldenburg registry in September 2016 - highly recognized for her very calm temperament, conformation and flashy looks. With her team of trainers and coaches, Carole continues to develop a strong base of knowledge in all aspects of Cannella's training, development and well-being.

Carole has recently begun studies in Equine Welfare at Guelph University - she has completed the Equine Wellness - Canada's Code course and currently enrolled in Equine Event Management class.

Within her business consulting practice, Carole is currently responsible for the development, marketing and promotion of an international performance sport horse team lead by Grand Prix jumper Johan Letimonier in partnership with Cashel Farms, an elite boutique horse breeding, training and boarding facility in Stouffville ON.

She is relatively new to the horse world but inspired by their majestic presence and soulfulness... and loving every minute of her new journey!

## Laurie McKenzie



Laurie has over 15 years of experience as a technology professional at TD Bank. She has held multiple roles within Infrastructure Technology Solutions (ITS) and currently manages a dedicated team of 140+ staff, responsible for delivering two major acquisitions and other top priorities at TD Bank. Holding progressively senior roles across the corporation, Laurie currently leads two teams, in both the MBNA and Electra programs and spends time both in Toronto and Montreal.

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### Board Experience

Laurie has always been a strong advocate of the Women in Leadership and sits on the core committee. She is currently facilitating her fourth Taking the Stage course, which is a series that develops women leaders and teaches women how to become comfortable in the spotlight, unlock the power of their voice, create strong scripts, and achieve a dynamic presence. Laurie is a past board member on the Canadian Women in Technology (CanWIT), Toronto Chapter.

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### Equestrian History

Equestrian sport has always held a special place in Laurie's life. She competed extensively as a junior in the jumpers, and as an amateur rider, she qualified for the Adult Amateur Hunter Division National Championship at The Royal Horse Show in Toronto. Although not presently competing, she still owns a hunter and volunteers her time at a local Trillium Hunter Jumper Show.

## **Fiona J. McLellan**



I am the General Manager of Virbac Canada Inc. which is part of a global, independent, pharmaceutical company exclusively dedicated to animal health. I understand both the challenges of running a business and reporting to a corporate group that is focused predominantly on financial outcomes. My background includes 18 years in the pharmaceutical industry in many different roles. I have held positions in sales, sales management, product management and marketing management.

My business acumen includes experience managing a product portfolio of over \$300M in yearly sales revenue and an Advertising budget in excess of \$50M. The financial and business skills required has assisted me greatly in many aspects of my career.

Prior to joining the pharmaceutical industry, I worked in companion animal veterinary practices. I managed a multi doctor veterinary clinic in Mississauga and worked as a Veterinary Technician at a busy Emergency practice.

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### **Board Experience**

Since 2011, I have volunteered on the board of directors with the Canadian Animal Health Institute (CAHI). The trade association representing the developers, manufacturers and distributors of animal pharmaceuticals, biologics, feed additives and animal pesticides in Canada. Through participating on the executive committee, as Chair of the Marketing Code of Conduct team, as Chair of the Board of Directors and currently, as the past-Chair of the Board, I enjoy the reward of knowing that our work is changing the world for the better.

I am actively engaged as the President of Conestoga CADORA (Canadian Dressage Owners and Riders Association) and as an Area Representative for CADORA-Ontario. I contribute my time and energy to help foster and encourage interest and participation in dressage riding as a sport. As a lifelong member of the equine community, I support and want to grow the equestrian sport in Canada. In particular, I understand the financial needs of a non-profit organization, know how to nurture relationships with sponsors and can build successful fund-raising initiatives.

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### **Equestrian History**

My equestrian passion has been with me ever since moving to Canada as a young child from Scotland. As a child, I tried a number of disciplines, such as Western pleasure, hunter/jumper and finally choosing my passion DRESSAGE! In my early 20's I purchased a small farm which I developed into a boarding

facility. Over the years, I have had numerous horses to which I have shown throughout Canada and the United States.

As my human family grew and my career took off, I put my passion for owning and showing horses on hold for a few years. My daughters relentless badgering to ride got me back into the saddle in 2007. From there we had the good fortune to show together across the US and now back home in Canada. We are blessed with 3 fantastic horses, a stunning black standard poodle and a “ginger” cat.

## Julia Merritt



Julia Merritt is the CEO of Stratford Public Library, where is responsible for the development and implementation of strategic plans, non-profit administration, advocacy, and fundraising. She has been working as a public library CEO since 2012, and a core theme of her work has been to revitalize the libraries she works for; ensuring that services are sophisticated and that the community is aware of and engaged with this fundamental resource.

Julia received her Undergraduate degree (BAH) in English & Anthropology from the University of Guelph, and a Masters of Library and Information Science from the University of Western Ontario.

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### Board Experience

As CEO, Julia is responsible for reporting to a governance board of 11 volunteer trustees. In addition to her organizational responsibilities, she is currently the Chair of the Federation of Ontario Public Libraries Board, a provincial advocacy and lobbying organization that works with the Ministry of Tourism, Culture, and Sport. She is also the Treasurer of the Perth Community Futures Development Corporation Board, a not-for-profit lending entity that supports local entrepreneurs.

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### Equestrian History

Julia is a lifelong horse enthusiast, and has been riding since childhood. She has showing experience in a variety of English disciplines, primarily eventing. Julia is also interested in the physical well-being of horses and expanding her horse-related skills, in 2016 she become a Certified Equi-Bow Practitioner. Julia lives in Stratford with her husband and two horses.

## Jean Szkotnicki



Jean is President of the Canadian Animal Health Institute (CAHI) a trade association representing the manufacturers and distributors of animal medications in Canada. In her role she works very closely with federal animal product regulators, the veterinary profession and food animal producers. Prior to joining the Institute Jean was assistant manager of the Ontario Cattlemen's Association (OCA), which then had a member base of over 50,000 producers. She worked very closely with the Board of Directors of the Cattlemen's, the research committee and managed the Association publication.

Through Jean's recent work with the CAHI she has helped to ensure the timely availability of animal health products in the Canadian market. As well she has been instrumental in getting federal legislation involving fees for government services that help provide accountability to users of government services as well as new veterinary drug regulation.

She holds both BSc (Agr) and MSc degrees from the University of Guelph.

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### Board Experience

Jean currently serves on a number of Boards and Committees including;

- Chair, Health Canada and Canadian Food Inspection Agency, Canadian Animal Health Product Regulatory Advisory Committee, 2008 - present
- Steering Committee Member, VICH (International Cooperation on Harmonization of Technical Requirements for Registration of Veterinary Medicinal Products), 2003 - present
- Member International Federation for Animal Health (IFAH) Regulatory Advisory Committee, 2003 – present
- Co – Chair Adhoc Committee on Antimicrobial Stewardship 2011 – present
- Board Member Farm and Food Care Canada, 2013 – present
- Board Member Grand River Agricultural Society, 2015 – present
- Board Member Ontario Equestrian Federation, 2014 – present
- Equine Guelph Advisory Committee, 2016 - present

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### Equestrian History

Jean is an avid horse woman having ridden since a very young age. She has shown in the English riding disciplines and currently owns, with her husband Bill, a small farm southeast of Guelph. They have several of their own horses and have boarders that are active eventing and dressage competitors.