

**SAIL CANADA
BOARD OF DIRECTORS
CANDIDATE NOMINATION INFORMATION 2023**



Nominee Name:
City, Province
Member of Sail Canada Club

Fiona Cochrane
Vancouver, BC
Royal Vancouver Yacht Club

I am pleased to offer my service to Sail Canada as a member of the Board of Directors. As a lifelong sailor with both direct and indirect participation in a significant range of activities that fall within the mandate of the organization, I have an appreciation of Sail Canada’s place in shaping our nation’s sailing culture. As a senior government official in British Columbia with governance experience in the planning, procurement and delivery of complex infrastructure projects, I can offer skills and experience in support of good governance, fiscal responsibility, risk management oversight, and strategic implementation. It would be my pleasure and privilege to serve and I commit to fulfilling the requirements and expectations of the role to the best of my ability throughout the term.

**INTEREST IN ADVANCING THE MISSION AND GOALS AND BUSINESS
MODEL/PRIORITIES OF SAIL CANADA**

My interest in serving on the Board of Sail Canada is rooted in a passion for the sport of sailing, the community it creates, and the opportunities it offers athletes and recreational sailors alike to achieve their goals and experience the inherent joy of it. Sailing is a sport that can be learned and enjoyed throughout one’s lifetime. Sailing brings together family and friends to enjoy the sport and each other. For some, the sport inspires performance excellence through competition. Sail Canada’s mission is to provide national leadership, in partnership with local clubs and associations, to enable participation through accessibility, programs and promotion, and to drive high performance opportunities and competitive success. My own values align strongly with these goals, as well as the stated core values of equity, diversity and inclusion, which are key to ensuring continued success for the organization moving forward.

There is a clarity and intention in the Sail Canada mission that reflects decades of growth and evolution. I can offer the Board my governance skills and experience to help guide executive management through strategic decision-making and operational problem solving as needed. I can also assist in the oversight of financial and risk management activities. Good governance, accountability and a consistent focus on mission and values are key contributions the Board of Directors can make to the success of the organization. I would like to contribute to this success as my capabilities allow.

GOVERNANCE EXPERIENCE

My role within the BC government includes representing the Ministry of Finance on executive boards tasked with major project and program accountabilities. These accountabilities include scope, schedule, budget and risk oversight.

I serve on the board for the Taylor Bridge Replacement Project, along with executives in the Ministry of Transportation and Infrastructure (MOTI) and the Ministry of Health. Taylor Bridge connects Hwy 97 between Dawson Creek and Ft. St. John across the Peace River in northeastern BC. The bridge, a non-redundant structure critical to the safety and economic development of the region, is aging and in need of repair or replacement. The project is in the planning stages.

I also serve on the program board for the Cariboo Roads Recovery Program, along with executives from MOTI, Emergency Management BC and the Ministry of Education. The program was established to respond to the damage of major roads between Williams Lake and Quesnel on or adjacent to Hwy 97 due to landslides from heavy rains in 2020-2021.

PROFESSIONAL AND/OR VOLUNTEER EXPERIENCE AND SPECIFIC SKILLS

I am an Assistant VP with Infrastructure BC (IBC), a provincial Crown Corporation owned by the Ministry of Finance. IBC provides planning and procurement services to capital ministries and other government agencies in relation to complex infrastructure projects. The projects I am responsible for, within the scope of IBC's engagement, generally have a capital value of between \$1B and \$4B; therefore, there is a high level of due diligence in all activities, including financial analysis, risk management and strategic procurement.

I have a strong background in financial analysis, risk management, contracts, governance, and stakeholder relations. I am also a CPA in good standing with the Chartered Professional Accountants of BC.

A copy of my resume is attached.

EXPERIENCE DEVELOPING AND OVERSEEING THE IMPLEMENTATION OF STRATEGIC PLANS

As a member of my organization's management team, I participate fully in strategic planning and implementation activities, including in areas of operations, staff development and succession planning.

INTEREST IN/CAPACITY TO FUNDRAISE AND CONTRIBUTE TO SUPPORTING SAIL CANADA ATHLETES AND PROGRAMS OF PERFORMANCE EXCELLENCE

I am interested in and have capacity for supporting fundraising activities for the organization as needed.

OTHER RELEVANT INFORMATION

I have been involved in the sport of sailing for as long as I can remember. I grew up in a family of sailors in Toronto and am married to an Olympian. In my youth, I taught sailing as a Black level sailing instructor, trained other instructors and sailed laser and laser II with the Ontario Sailing Team. Two of my children raced and taught sailing and we have cruised from RVYC since they were very young. Our family supports young athletes, houses those from out-of-town racing in Vancouver, and continues to race and cruise on the west coast.

WHAT KEY SKILL OR ATTRIBUTE WILL YOU BRING TO THE SAIL CANADA BOARD

I will bring the skills and experience required to effectively contribute to good governance, including fiscal responsibility and management, operational oversight, and stakeholder relations. I also have a deep personal desire to contribute to Sail Canada in a meaningful way, having benefitted over decades from its contribution to the sport of sailing in Canada.

FIONA COCHRANE, CPA, CMA

604.618.7589 • fpcochrane@gmail.com

CAPITAL INFRASTRUCTURE PEOPLE AND PROJECT LEADER

Accomplished and respected leader in the planning, procurement and delivery of major capital infrastructure projects. Proven track record leading experienced, multidisciplinary teams in planning, structuring, negotiating and administering complex infrastructure transactions. More than 25 years of experience in both public and private sector organizations. Accountable for establishing clear objectives and strategies, balancing and developing team member strengths, and delivering successful outcomes. Highly skilled at people management and relationship building.

CORE COMPETENCIES

Leadership ● Communications ● Problem-solving ● Governance ● Integrity
Commitment to Excellence ● Career-focused ● Results-driven ● Collaboration

PROFESSIONAL EXPERIENCE

INFRASTRUCTURE BC

Vancouver BC

Assistant Vice-President (2021-present)

Transportation sector leader and corporate manager, responsible for a team of six direct reports and provision of planning and procurement services for a portfolio of major projects in the BC transportation sector. Infrastructure BC is a BC Crown Corporation, wholly owned by the BC Ministry of Finance with a mandate to support capital ministries and agencies with infrastructure development.

Responsibilities include:

- ◆ Oversight of and strategic leadership to team members directing business cases and procurements of multiple projects, each valued between \$500 million and \$4 billion, for clients Transportation Investment Corp and the Ministry of Transportation and Infrastructure.
- ◆ Advising client organizations on matters related to securing project funding, executing fair and robust procurement processes, and structuring transactions to maximize market participation and provide value to taxpayers.
- ◆ Professional development and operational support to direct reports and other project team members.
- ◆ Governance support on behalf of the Ministry of Finance, serving on Project Boards tasked with overseeing project planning and delivery, including scope, schedule and budgeting matters.

Project Director (2008-2021)

Project lead, supporting public sector clients in the planning and delivery of complex capital infrastructure projects. Responsible for oversight and mentorship of junior staff, project management, commercial strategy, risk management, governance support, contract management and process/systems development and implementation.

Significant achievements included:

- ◆ Team lead through development of a project business case and funding approval for a new \$4 billion immersed tube tunnel across the Fraser River to replace the George Massey Tunnel.
- ◆ Director of Procurement through business case, successful procurement and contract negotiation of the \$1.3 billion Pattullo Bridge Replacement Project.
- ◆ Senior Advisor through business case, procurement and contract negotiations for a new \$3.5 billion bridge crossing to replace the George Massey Tunnel (project cancelled in 2017).
- ◆ Chief Project Officer for the City of Surrey's \$55 million Biofuel Processing Facility through business case development, successful pursuit of federal funding, procurement and implementation transition.

GRANT THORNTON LLP, VANCOUVER, BC

Senior Manager, Business Consulting (2003-2006)

Team leader in the Statistics and Economics practice within the firm's Business Consulting unit. Provided leadership to a five-member team with responsibility for performance management of staff, business development, planning, management and execution of significant client engagements.

KPMG LLP, VANCOUVER BC

Manager (1999-2001)

Senior Consultant (1998-1999)

Consultant (1996-1998)

Practice manager in the Economics and Planning practice within the firm's Management Consulting unit. Managed client engagements involving large project teams, complex study issues and significant budgets. Developed business opportunities and client relationships. Mentored and trained junior staff members.

EDUCATION

CPA, CMA Simon Fraser University, Executive Education	2007
M.A. , Resource Management and Environmental Studies The University of British Columbia	1996
B.A. (Hons) , Economics Queen's University at Kingston	1990

OTHER

Member in good standing of the Chartered Professional Accountants of British Columbia.