



SAIL·VOILE CANADA

SAIL CANADA BOARD OF DIRECTORS CANDIDATE NOMINATION INFORMATION

Jennifer T. Walker
North Vancouver, British Columbia
Royal Vancouver Yacht Club



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

As someone who's spent a lifetime on the water—as a sailor, racer, certified instructor, and offshore cruiser—I care deeply about the future of sailing in Canada. I believe in Sail Canada's mission to make sailing a lifelong pursuit and to foster excellence, inclusion, and collaboration across the sport. Sailing has shaped my life in profound ways, and I'm passionate about helping others access those same opportunities—whether through grassroots programs or high-performance pathways. Professionally, I bring experience in governance, law, and strategic governance and corporate leadership, which I believe aligns well with Sail Canada's priorities and the responsibilities of the Board.

GOVERNANCE EXPERIENCE

I am a practicing lawyer in British Columbia and currently serve as Director of Labour and Employment Programs at the Insurance Corporation of British Columbia, a 6000 employee Crown Corporation where I lead a team of 80 HR and Workforce professionals to deliver on key initiatives in support of achieving corporate strategic goals and advise senior executives and the Board on strategic workforce issues. I have over 20 years of experience in governance, including policy development, risk oversight, and board advisory roles. I have also served as Director of Human Resources and Director of the Equity Office at British Columbia Institute of Technology, providing strategic leadership in large public sector multi-union environments.

PROFESSIONAL AND/OR VOLUNTEER EXPERIENCE AND SPECIFIC SKILLS

- Practicing lawyer (Law Society of BC) and Certified Human Resources Professional (CHRP)
- Extensive senior leadership in public sector organizations with expertise in law, governance, human resources, strategic workforce planning, equity, inclusion, and conflict resolution
- Offshore sailing experience (22,000+ nm sailing trip across the Pacific with my family from 2018 to 2021 documented here: [@svslingshot](#)) and competitive racing across North America and internationally

- Current active racer in the Elliot 6m fleet with experience racing locally and internationally, from a junior to senior racer.
- Volunteer coach for youth soccer (boys and girls teams) and net controller for offshore sailing network (pacific seafarers magellan net)
- Workshop facilitator in respectful workplace, conflict management, and sexual assault awareness

EXPERIENCE DEVELOPING AND OVERSEEING THE IMPLEMENTATION OF STRATEGIC PLANS

I have led the development and execution of strategic corporate, HR and Workforce plans impacting thousands of employees, including collective bargaining strategies, organizational design, workforce optimization, employee experience, and employee health and safety. At BCIT and ICBC, I have overseen multi-year strategic initiatives aligned with institutional goals, ensuring measurable outcomes and stakeholder engagement.

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

I am committed to supporting Sail Canada's performance programs and athlete development pathways. My experience in public sector leadership and nonprofit engagement equips me to contribute to fundraising efforts, sponsorship development, and stakeholder relations. I am eager to leverage my network and skills to advance Sail Canada's excellence initiatives.

OTHER RELEVANT INFORMATION

- Member of Royal Vancouver Yacht Club since 1991
- Current Active Racer in the Elliot 6m fleet
- Previous CYA Sailing Instructor certification (CYA Green & Blue Levels) and Sailing Instructor at the West Vancouver Yacht Club
- Offshore Personal Survival Course (World Sailing Accreditation) and Offshore weather certification courses.
- Documented 4 year offshore sailing journey: [@svslingshot](#)

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

I bring a unique combination of deep sailing experience and passion for the sport of sailing from recreational to high performance, strategic governance, legal and human resources expertise, as well as a strong commitment to equity and inclusion. My ability to navigate complex organizational environments, build consensus, and lead with integrity will support Sail Canada's mission and strengthen its governance and stakeholder engagement.

SKILLS SELF-ASSESSMENT MATRIX

Please rate your level of experience or proficiency in each area using the following scale:

1 = No experience, 2 = Basic, 3 = Intermediate, 4 = Advanced, 5 = Expert

Competency Area	Rating (1–5)
Governance & Board Leadership	4
Financial Oversight & Budget Management	3
Strategic Planning & Implementation	5
Fundraising & Sponsorship Development	3
HR / Talent / Succession Planning	5
Legal Expertise	5
Brand, Sales & Marketing Engagement	3
Sailing-Specific Knowledge	4
High performance sailing and/or coaching experience	3
Sail Training knowledge	5
Bilingualism (French/English)	2

Jennifer T. Walker
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SUMMARY

Senior People and Culture leader with a track record of driving strategic HR initiatives in complex, fast-paced environments—including quasi-government organizations and large, multi-union workforces. Skilled in talent acquisition, succession planning, organizational design, and culture transformation, with deep experience leading people strategy across multi-site operations. A lawyer and trusted advisor to executive leadership and Boards, known for a builder mentality, governance expertise, and a collaborative, results-oriented approach. Proven ability to scale HR programs across diverse operational environments, translating organizational goals into people strategies that elevate performance, engagement, and employer brand.

PROFESSIONAL AFFILIATIONS

- Practising Lawyer – British Columbia Law Society, (2005 – present)
 - CHRPP – Certified Professional in Human Resources (2017-present)
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EDUCATION

Bachelor of Laws

University of British Columbia, 2000 - 2003

Bachelor of Arts

University of British Columbia, 1995 - 1999

EMPLOYMENT HISTORY

Director, Labour and Employment Programs

Insurance Corporation of British Columbia, March 2024– present

- Senior leader of a team of 80 HR professionals in a complex public sector unionized environment with 6,000 employees.
- Accountable for strategic direction across HR functions, including Employee Relations, Disability Management, and Occupational Health and Safety, Strategic Workforce Planning and Organizational Design, Employee Experience, Workforce Insights and Workforce Optimization
- Partner with executive leadership to align HR strategy with organizational goals and governance frameworks.

Associate Director, Labour Employment Programs

Insurance Corporation of British Columbia, July 2022 – March 2024

- Led a team of 30 HR professionals, managing a comprehensive HR portfolio for a workforce of 6,000 employees.
- Senior Human Resources Leader of team of 30 human resources professionals in a large public sector unionized workforce with 6000 employees
- Accountable for broad human resources portfolio including Employee Relations, Disability Management and Occupational Health and Safety and the People Service Call Centre.

- Planned, negotiated and implemented collective agreement impacting 4,580 employees, ensuring alignment with strategic organizational goals.

Offshore Pacific Sailing Trip

Sailing Vessel Slingshot, July 2018 to June 2022

- Undertook a personal goal of extended offshore sailing trip with family (husband and two kids) aboard a Sunder 60 completing over 20 000 nautical miles throughout the Pacific from the Pacific Northwest to destinations including USA, Mexico, French Polynesia, Cook Islands, Samoa, Tonga, New Zealand and returning to French Polynesia. Photos from our adventures are documented here: [@svslingshot](#)

Director, Human Resources

British Columbia Institute of Technology, June 2016 – June 2018

- Provided senior HR leadership and strategic advice to the Executive Leadership Team and Board.
- Led HR Advisory, Recruitment, and Labour Relations teams in a multi-union environment, fostering a culture of inclusivity and respect.
- Served as Chief Spokesperson for Labour Management Committees, overseeing all labour relations activities.

Director of BCIT's Equity Office as Advisor, Harassment & Discrimination

British Columbia Institute of Technology, May 2014 – May 2016

- Led and advanced equity and inclusion programs across a diverse academic and operational workforce.
- Reported to the President and provided strategic leadership to the President, executive and Board on equity and inclusivity programs and issues.
- Oversaw and conducted vast number of investigations, mediations and facilitated conflict resolution processes with members of the BCIT community.
- Developed comprehensive Respectful Workplace Training and implemented initiatives promoting equity and inclusion.
- Chaired the Sexual Assault Prevention and Response Working Group, enhancing policies and training initiatives.

Labour Relations Consultant

British Columbia Institute of Technology, Sept 2007 – April 2014

- Provided strategic advice on workplace issues, grievances, and collective agreements.
- Collaborated with management to foster a culture of positive workplace relations.
- Served as part of BCIT's Collective Bargaining team over multiple rounds of negotiations.

Associate Lawyer

Fasken Martineau DuMoulin LLP, 2005 - 2007

- Legal counsel on a wide range of labour, employment, and human rights issues including human rights complaints and successful judicial reviews.

Law Clerk

Supreme Court of British Columbia, 2003 - 2004

- Conducted legal research and provided support to five British Columbia Supreme Court Justices.

Clinical Mediation Program

University of British Columbia, 2003

- Conducted mediations at BC Small Claims Court, gaining partial qualifications for the BC Mediator Roster Society.

AWARDS

- Golden Key Scholarship (top 15% of Law class), 2000-2003
 - Silver Medal for Bravery - Life Saving Society, 2001 (relating to rescue conducted while Instructor at West Vancouver Yacht Club)
 - Education Abroad Scholarship (Australia; South Africa), 1997; 2003
 - Varsity Athletic Scholarship (UBC Soccer Team), 1995 - 1999
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TRAINING & WORKSHOPS

- Developed and delivered workshops on various HR topics, including Respectful Workplace, Conflict Management, and Sexual Assault Awareness (2007–2018).
 - Facilitated numerous client workshops on labour and human rights issues (2005 – 2007).
 - Certified in coaching and leadership development, supporting succession planning and talent growth.
 - Completed the 5/5/5 Coaching Skills Training Program and Practicum (2018)
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PUBLICATIONS

- Contributing Author, Annual Review of Law and Practice, Human Rights Law
 - Co-Author, Review of First Decisions Under Alberta's PIPA, Privacy and Information Protection Bulletin (2005, 2006)
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COMMUNITY INVOLVEMENT

- Assistant Coach, North Vancouver Football Club U6 – U9, U15 (2014 – 2018, 2022/2023)
- Assistant Coach, North Shore Girls Soccer Club U6-U7 (2016 – 2018)
- Volunteer SSB Net Controller for the Poly Magellan Seafarers Net (2021)