



2026 Skate Canada AGM

Standing Committee Report

Standing Committee Name: CEO Operational Review Committee

Committee Chair and Members:

- Karen Butcher, Chair
- Debra Armstrong, CEO
- Glenn Fortin
- Joni McPhail
- Ravi Walia
- Catherine Wood

Committee Mandate Summary:

The Board's direction is set for the Skate Canada Chief Executive Officer (CEO) through the Board's policies and Governance Charter and the CEO. As the only employee of the Board, the CEO is responsible for implementing this direction.

To ensure that efficient communications occur between the Board and the CEO, the Board has established the CEO Operational Review Committee. This Committee facilitates frequent discussions to ensure that Board direction is clear in relation to daily operations and regular information is provided to the Board regarding how its direction is being carried out. Serving as the link between the Board and the CEO, this Committee is also responsible for periodic and annual evaluation of the CEO.

Committee Report:

The CEO Operational Review Committee held regular meetings throughout 2025-2026. Committee work started with a review and update of the CEO Operational Review Committee Terms of Reference; development of the 2025-2026 CEO Operational Review Committee Workplan; and discussion and formalization of the CEO and Organization Performance Objectives. The Committee also reviewed CEO and Organization Performance against the objectives in January, a final review was not completed with the departure of the CEO at the end of February.

The CEO Operational Review Committee reviewed and confirmed policy work needing completion in 2025-2026 and agreed the CEO Annual Review Procedure was a good document which should be revised in conjunction with hiring a new CEO.

The CEO Operational Review Committee reviewed the Skate Canada Succession plan and provided comments on transition plans and recruitment processes.

The CEO Operational Review Committee began planning for CEO Recruitment in September



and discussions around the process including assessing priorities, reviewing documentation, comparing offers from recruitment firms, discussing advice to be provided to the consultant, etc. continued throughout the year. Adjustments to plans were discussed as the timeline to replace the incumbent CEO changed.

The CEO Operational Review Committee reviewed and discussed the transition plan for the interim period after the CEO departed and before a new CEO started. An interim plan indicating all key workloads was developed indicating who would be responsible. In addition, the CEO Operational Committee discussed strategies for transition support. The Committee is very appreciative that Debra Armstrong agreed to act as an advisor to Skate Canada until the Annual General Meeting or whenever the new CEO starts, ensuring continuity for the organization.

Throughout the year other operational priorities such as Safe Sport issues were also discussed as required.

My sincere thanks to committee members for their expertise and thoughtful contributions to all discussion topics.

Respectfully submitted,

Karen Butcher

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