



2026 Skate Canada AGM Standing Committee Report

Standing Committee Name: Governance Committee

Committee Chair and Members:

- Brenda Hart (Chair)
- Amanda Desmarais
- Francesca Iacurto
- Rachel Islam
- Matt MacMurdo

Committee Mandate Summary:

As outlined in its Terms of Reference, the Governance Committee stewards a governance model tailored to the unique needs of our membership-based organization. The committee is tasked with monitoring all matters involving organizational governance and making recommendations to the Board for action in governance matters. The committee achieves this by:

- Establishing, monitoring, and conducting a regular review of governance processes related to the Board of Directors
- Identifying and implementing leading practices and governance principles appropriate for Skate Canada
- Ensuring Skate Canada Governing documents, including policies, procedures, and Skate Canada's By-Law, fully comply without limitation, with appropriate legislation, Sport Canada requirements, and Ministerial pronouncements
- Bringing forth governance-related recommendations to the Board of Directors
- Ensuring proper attention and effective response to member concerns regarding corporate governance issues

Committee Report:

The Governance Committee met on seven occasions during the 2025-2026 season. At the beginning of the year, the committee established and submitted its work plan to the Board of Directors for approval. The committee also reviewed and discussed its Terms of Reference. Minor edits were incorporated to enhance clarity in the governance process and assessment section relative to how work progresses through the committee. A statement to highlight collaboration with the Recruitment and Development Chair in areas of mutual interest was added to ensure timely connections are maintained between the respective committees.

The Board of Directors Self-Assessment Survey was reviewed and formatted to encourage more written commentary. The survey was distributed in November and results were discussed. The data



and anecdotal feedback assisted the Board in raising awareness of concerns, receiving suggestions to enhance Board processes and its relationship with Management. The information was also utilized in updating the Governance Charter with respect to transparency and clarity as well as incorporating leading governance practices. Going forward the committee recommends that the survey be distributed immediately following the AGM to capture input from outgoing board members to ensure feedback is representative of the full board.

Survey results also revealed that governance training for board members should be prioritized. Recommendations of firms were provided by Governance Committee members and an in-person session was organized on February 27, 2026 in Toronto with Sandra Hanmer from Capacity Canada. Positive feedback was received following this training and plans are in place to incorporate annual education sessions in the board calendar.

A review was conducted on the Governance Charter. Focus areas included providing further clarity on the role of the President regarding the ISU and refinement of the process for the election of the President. Additional revisions targeted the incorporation of leading governance practices from feedback received. It was determined that none of the Governance Charter edits would trigger any bylaw revisions. Further to this, no bylaw amendments were received from the membership this year.

A Governance Manual was drafted with support from Management. This was a key project and extensive discussions took place to further shape the contents. The draft manual will be presented to the Board at the May 22, 2026 meeting. The manual is positioned to be an effective guiding document to assist the board in its work.

Board Orientation materials were reviewed with minor adjustments to make the orientation package timeless and applicable regardless of current officeholders.

The Conflict of Interest Policy – Governing Directors and Officers was reviewed with revisions centring around clarity, alignment of processes and naming convention of the document.

The Governance Committee regularly receives and reviews inquiries from stakeholders. The committee reviewed the timing of director elections and determined that the present cadence of staggered elections ensures that institutional and historical knowledge is always present to provide continuous support within the board.

The committee received a request from Management to review additional classes of membership. After initial discussions it was determined that further consultation and input is needed from Sections. This task will be added to the committee workplan for 2026-2027 for appropriate review and follow up.

In closing, I would like to acknowledge and thank the members of the committee for their dedication and commitment as we collaborated on an ambitious workplan. On behalf of the



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committee, I wish to express thanks to management and staff for their contributions and engagement this past year.

Brenda Hart
Governance Committee Chair.