

SPORT DISPUTE RESOLUTION CENTRE OF
CANADA

SDRCC

2012-2016
Long-Term
Strategic Plan

Adopted by the Board of Directors on July 13, 2011

Preface by the Chairperson of the Board

In 2012 we will celebrate 10 years of alternative dispute resolution in Canadian sport. In anticipation of this important milestone, the SDRCC Board reflected on what had been accomplished to date and considered what could be done to continue to advance the SDRCC and strengthen its position both nationally and internationally.

This strategic plan is the culmination of consultation and collaboration. It reflects the current situation of the SDRCC and the vision of the Board and staff of the SDRCC moving forward. Now that the SDRCC has established itself as a strong player in the Canadian sport system, the utmost priority is to maintain and improve the quality of our core business, while keeping in mind the possibilities for growth and development through innovation. On behalf of the Board of Directors, I am proud to deliver this strategic plan as a commitment to all athletes, coaches, officials, volunteers and sports administrators in Canada that the SDRCC will continue to deliver on its mandate to the fullest of its ability.

Carla Qualtrough
Chairperson of the SDRCC Board

Context and Executive Summary

The Board of Directors of the SDRCC met on June 3-4, 2011 for a day and a half strategic planning session. The organization had recently hired four new staff members and was in a period of organizational change. Much of the session focused on the structure of the Board of Directors and how they should function as a board moving forward.

Governance structure and culture was an important element to address, seeing as the organization had gone through a significant period of growth and development during the initial years. However, most of the major hurdles of a new organization have been overcome and the SDRCC is now in a position to challenge itself to a higher level of service and with new staff, relieve the Board of Directors of some of the operational duties.

Reviewing the governance structure and the role of the Board, staff and committees was paramount and the task was completed in the few months that followed the strategic planning session.

The group also concluded that the core business of mediation and arbitration, as well as prevention, had to remain the area of focus. There was enthusiasm around the new staff members and their expertise to bring new ideas and concepts to the area of education and prevention.

The five strategic areas were identified as being:

1. Enhancing Core Business
2. Dispute Prevention through Education
3. Strengthening National Partnerships
4. Business Development
5. Transparency and Accountability

Mission

Provision 10 of the [*Act to Promote Physical Activity and Sport*](#), which created the **Sport Dispute Resolution Centre of Canada (SDRCC)**, dictates the mission of SDRCC as follows: *"The mission of the Centre is to provide to the sport community a) a national alternative dispute resolution service for sport disputes; and b) expertise and assistance regarding alternative dispute resolution."*

The SDRCC is about education and prevention; about providing tools and guidance to help resolve minor disputes quickly and informally. The SDRCC is also proactive, reaching out to key players in the sport community to minimize the need for its other core business line: arbitration and mediation.

Global Vision

Use education as a vehicle for dispute prevention, create a culture of fairness in relation to sport disputes, and provide world-class ADR services to stakeholders.

Organization History and Profile

The Sport Dispute Resolution Centre of Canada (SDRCC) was established to address the need to offer the Canadian sport community tools to prevent conflicts and, when they are inevitable, to resolve them. In January 2000, the Honourable Denis Coderre, former Secretary of State (Amateur Sport), initiated a consultancy project to investigate solutions to assist the sport community in resolving disputes quickly and efficiently. A working group, responsible for the development of a system that would meet the aforementioned need, was struck and submitted its first report, recommending the establishment of a dispute prevention and resolution program. In August 2001, an implementation committee was charged with developing a plan to implement the system proposed by the working group.

The interim ADRsportRED Program was launched in January 2002 to offer dispute resolution services to the sport community at the national level. The "Act to Promote Physical Activity and Sport" was enacted in March 2003 to establish an independent organization with a mission to provide to the sport community a national alternative dispute resolution service for sport disputes. The SDRCC officially opened its doors on April 2004 as the successor of the ADRsportRED program and assumed responsibility for hearing all doping cases in Canada commencing June 2004.

Today the SDRCC has five full-time staff members, a roster of 45 arbitrators and mediators and reports to a twelve-member Board of Directors. On average the SDRCC handles 45 cases per year, approximately half of which are doping cases. In addition to the activities of the Tribunal, the SDRCC Dispute Prevention Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the risks of sport disputes.

Vision for 2012 - 2016

The SDRCC is recognized, respected and accepted as a centre of excellence nationally, which uses resolution facilitation, mediation and arbitration processes to resolve conflicts in sport; and which provides education to all NSOs and MSOs with the goal of preventing disputes.

Summary of Core Strategies

a) Enhance Core Business

The success of the SDRCC is the quality of the core business (mediation and arbitration). Over the next four years, SDRCC wants to implement systems that will continue to make this organization a centre of excellence and a role model for other countries in the area of sport mediation and arbitration.

b) Dispute Prevention through Education

The SDRCC aims to increase the level of awareness of the sport mediation and arbitration as well as preventative strategies among the potential users and the present group of stakeholders.

c) Strengthening National Partnerships

In order for the SDRCC to reach its goal of being accepted and widely utilized in the Canadian sport system, it needs to forge relationships across the sport system and leverage the benefits of other organizations.

d) Business Development

There is a strong desire to extend business beyond national teams and the boundaries of the country. With technology and sport continuously breaking down borders, the SDRCC wants to share knowledge and services in other jurisdictions.

e) Transparency and Accountability

The SDRCC strives to contribute to the transparency and accountability of the Canadian sport system by acting as a model of best management practices.

Program Goals and Objectives

<i>Enhance Core Business</i>

Objective: Continue to offer the best expertise in the country and be proactive and innovative with delivery and services.

1. Develop the structure required to offer optimum ADR services through the establishment and renewal of a roster of qualified arbitrators and mediators;
2. Develop the structure required to offer optimum ADR services through periodical review and update of the tribunal's procedural rules;

3. Improve the knowledge base of the SDRCC by training staff, arbitrators and mediators.

Dispute Prevention through Education

Objective: Increase awareness around policy development, coach and athlete rights - Increase athlete and coach awareness of SDRCC by 30% in four years.

1. Provide education and dispute prevention initiatives;
2. Promote the use of the dispute Prevention Resource Centre's tools and information;
3. Develop and maintain a staffed information booth filled with documents and handouts on dispute prevention and dispute resolution;
4. Strengthen the capacity of decision-makers and participants in the Canadian sport system to develop and implement sound policies that will reduce the risk of disputes.

Strengthening National Partnerships

Objective: To have the decision makers and leaders in the sport community promoting and recommending SDRCC to stakeholders.

1. Enhance existing partnerships and create new ones in order to share expertise, best practices and maximize the impact of respective resources.

Business Development

Objective: Increase profile internationally and expand beyond national team sector in Canada.

1. Extend access to SDRCC prevention and awareness products and services to secondary target clients
2. Provide independent, world-class resolution facilitation, mediation & arbitration services

Transparency and Accountability

Objective: Develop and implement transparent and responsible management and governance policies.

1. Transparency requires that the SDRCC consults broadly to ascertain community interests, publicizes plans and decisions, shares information widely and in good time, and consistently acts in an open manner.
2. Accountability depends on the SDRCC taking full ownership of, responding to, and being monitored by the Board.