

2016-2020  
Long-Term  
Strategic Plan

## Preface by the Chairperson of the Board

I am very proud to deliver this strategic plan on behalf of the Centre's Board of Directors. It follows on the heels of our 10th anniversary, allowing us the privilege to reflect on our first decade of service but also the opportunity to envision the Centre of the future. We embarked on an extensive stakeholder outreach to ensure that we not only were informed by our experiences but also by the views and needs of athletes, coaches, officials, sport administrators and the broader sport law community. The result is this exciting plan.

In 2012, the Centre's Board approved the prior strategic plan, with the Chairperson noting the Centre's "utmost priority [was] to maintain and improve the quality of our core business." I am confident that this objective was achieved and that the upcoming four years presents us with an opportunity to expand beyond our core business with a view to further instilling a culture of fairness and respect in Canadian sport.

This strategic plan builds upon the Centre's past successes, while striving to spread our wings through our commitment to establishing an ombudsperson service for Canadian sport. This commitment is a natural evolution of the Centre as the establishment of an ombudsman was one of the recommendations contained in the *Win-Win Report* in 2000 which ultimately led to the establishment of the Centre. I am excited by the potential offered by this return to core principles - and the impact it can have upon the entire sport community and not simply our direct stakeholders.

I look forward to working with this strategic plan as the lens through which the Centre is able to measure its performance and remain accountable to its stakeholders.

David de Vlieger  
Chairperson of the SDRCC Board

## Context and Executive Summary

The 2015-2016 fiscal year had seen an unprecedented number of tribunal cases and the Board had welcomed seven new directors. The Centre was also preparing to host for the first time in Canada a public seminar with its international counterpart, the Court of Arbitration for Sport. It is in this dynamic and stimulating context that the Centre conducted an extensive stakeholder consultation from September 2015 to February 2016, including online surveys and focus groups. The process was kicked off at the Board's September 2015 meetings and culminated with a full day of mediated strategic planning in February 2016. Following this, the Board adopted the present multi-year strategy.

The Board recognized that the Centre was organizationally effective, had established a solid foundation for itself as the authority in sport dispute prevention and resolution in Canada, and was a leader internationally in this field. The Board endorsed a plan that supports an expansion of its influence both in terms of the scope of the services offered and the reach to new target clients.

Keeping with the statutory mandate of the Centre, the Board concluded that the core business remained tribunal services and dispute prevention. Consequently, four strategic pillars were identified:

1. Providing Sport Dispute Resolution Services to the Canadian Sport Community;

2. Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes;
3. Establishing an Ombudsperson Service for the Canadian Sport Community; and
4. Pursuing Organizational Excellence.

## Statutory Mandate

Provision 10 of the *Act to Promote Physical Activity and Sport*, which created the **Sport Dispute Resolution Centre of Canada**, dictates the mission of the Centre 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.*

## Organization History and Profile

The Centre 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, then 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 the *Win-Win Report* in 2000, 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 Centre 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 Centre has five full-time staff members and a roster of 44 arbitrators and mediators who report to a twelve-member Board. On average the Centre's Dispute Secretariat handles between 45 and 50 cases per year, approximately half of which are doping cases. In addition to the activities of the Secretariat, the Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the risks of sport disputes.

## Vision Statement

A culture of fairness, integrity and respect is embraced in Canadian sport and beyond.

## Mission Statement for 2016-2020

The Centre provides global leadership in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada.

## Strategic Pillars, Goals and Strategies

Pillar 1	Pillar 2	Pillar 3	Pillar 4
Providing Sport Dispute Resolution Services to the Canadian Sport Community	Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes	Establishing an Ombudsperson Service for the Canadian Sport Community	Pursuing Organizational Excellence
<b>Goals</b>			
All sport disputes brought to the Centre are handled in a fair, transparent, timely and cost-effective manner.	Stakeholders have the resources and tools to effectively prevent and resolve sport disputes.	An impartial and independent ombudsperson service exists in the Canadian sport community.	The Centre is a sustainable, accountable, and responsible model of best practices.
<b>Strategies</b>			
<p>A. Ensuring that the roster of arbitrators and mediators delivers professional services in accordance with the Centre’s mission;</p> <p>B. Optimising case management services;</p> <p>C. Ensuring procedural rules are current and compliant; and</p> <p>D. Expanding the Centre’s fee-for-service activities allowing access to a broader stakeholder group.</p>	<p>A. Improving the Canadian sport community’s access to sport dispute resources; and</p> <p>B. Increasing stakeholder engagement and interaction.</p>	<p>A. Engaging in a consultative process to clarify needs and expectations of the sport community; and</p> <p>B. Assessing the Centre’s capacity, potential role and scope of service.</p>	<p>A. Optimising the Centre’s systems, processes and human capital;</p> <p>B. Maintaining and diversifying sources of revenue; and</p> <p>C. Exploring international collaboration opportunities.</p>