



Corporate Plan for the 2016-2017 Fiscal Year

March 1st, 2016

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Background and Governance

THE CANADIAN SPORT POLICY

The vision of the Canadian Sport Policy 2012 is to have, by 2022, “a dynamic and innovative sport culture that promotes and celebrates participation and excellence in sport”. Fundamental to the Policy is the assumption that quality sport is dependent on seven principles appropriately integrated into all sport-related policies and programs: values-based; inclusive; technically sound; collaborative; intentional; effective; and sustainable. The vision emphasizes a commitment to learning and implementing best practices in an ever-changing environment.

STATUTORY MANDATE

An Act to Promote Physical Activity and Sport (S.C. 2003, c. 2) (the “Act”) received Royal Assent on March 19, 2003. The Act sets out the Government’s policy on sport as including the fair, equitable, transparent and timely resolution of disputes in sport. The Act provided for the creation of the Sport Dispute Resolution Centre of Canada (the “Centre”). The Centre opened on April 1, 2004.

In keeping with the vision of the Canadian Sport Policy 2012-2022 and in accordance with the Act, the statutory mandate of the Centre is to provide the sport community with a national alternative dispute resolution service for sport disputes as well as expertise and assistance regarding alternative dispute resolution.

CLIENTELE

Sport Canada’s accountability framework requires that all national sport organizations (NSOs), multisport services organizations (MSOs) and Canadian sport centres (CSCs) have an internal dispute resolution mechanism. If not resolved internally, disputes with respect to national team athletes and coaches are administrated by the Centre.

The dispute resolution services rendered by the Centre may additionally be offered for other matters on a consensual basis. All NSOs, MSOs and CSCs, and anyone affiliated with them, including its members, may agree to refer a dispute to the Centre and benefit from the Centre’s services, provided they meet certain criteria adopted by the Centre.

Where other sport organizations and their members request access to the Centre’s services, the Board may, under certain conditions, grant access to the Centre, including through its fee-for-service program.

The Centre’s education and prevention services are made available to all members of the Canadian sport community.

GOVERNING LEGISLATION

The Act establishes the Centre as a not-for-profit corporation and outlines its structure, mission, powers and rules of operation. Given the intention to make the Centre arm's length from government, the legislation states that the Centre is not an agent of Her Majesty, a departmental corporation or a Crown corporation.

ORGANIZATIONAL STRUCTURE

The Act specifies that the Centre shall be composed of a Dispute Resolution Secretariat ("Secretariat") and a Resource Centre, but leaves it to the Centre to define its mandate, duties and functions to ensure that it is responsive to the evolving needs of the sport community in order to better enhance capacity in the Canadian sport community.

Pursuant to the Act, the affairs and business of the Centre are managed by a Board of Directors consisting of the Executive Director (or Chief Executive Officer) of the Centre, who is an *ex officio* director, and 12 other directors appointed by the Minister responsible for sport. In December 2003, the Minister appointed the inaugural directors after consultation with the sport community. The Guidelines cited in the Act provide for a Board comprised of men and women who: a) are committed to the promotion and development of sport; b) have the experience and capability to enable the Centre to achieve its objectives; c) are representative of the sport community; and d) are representative of the diversity and linguistic duality of Canadian society.

In 2015, the Minister appointed seven new members to the Centre's Board of Directors, four in May and three in December as the final mandates of previous directors came to an end.

The full-time Chief Executive Officer is charged with the fulfillment of the objectives and mission of the Centre, including spearheading the projects, programs, and services offered by the Centre and overseeing their successful delivery across Canada. The Chief Executive Officer and staff coordinate activities and projects to further the objectives of the Centre and provide the mandated services for the Centre's stakeholders.

The Secretariat and the Resource Centre are managed internally by the staff of the Centre (the Chief Executive Officer and four employees). The Board reviews and revises as necessary the management of both the Secretariat and the Resource Centre during the course of the fiscal year in order to best serve the needs of the sport community.

Members of the Board of Directors during the 2015-2016 fiscal year:

Current Directors as of March 1, 2016:

- David de Vlieger (appointed Chairperson on May 6, 2015)
- David J. Bilinsky (appointed December 1, 2015)
- Michael J. Bruni (appointed May 6, 2015)
- Shu-Tai Cheng (appointed May 6, 2015)
- Jean R. Dupré
- Susan Kitchen (appointed December 1, 2015)
- Marg McGregor
- The Honourable Graeme Mew (appointed December 1, 2015)
- Andréanne Morin (appointed May 6, 2015)
- Dasha Peregoudova
- William L. Ryan (appointed May 6, 2015)
- Anthony Wright
- Marie-Claude Asselin (Chief Executive Officer, *ex officio*)

Directors whose term ended during the 2015-2016 fiscal year:

Mandates ending in May 2015

- Allan J. Sattin (Chairperson)
- Luc Arseneau
- Miray Cheskes Granovsky
- Michael A. Smith

Mandates ending in November 2015

- Frank Fowlie
- John F. Reid
- Judith A. Tutty

Permanent staff members during the 2015-2016 fiscal year:

- Marie-Claude Asselin, Chief Executive Officer
- Liane Mendelsohn, Administrative Assistant
- Tanya Gates, Operations Manager
- Cynthia Colas Livernois, Education and Communication Coordinator
- Christina Beauchamp, Case Manager (*on parental leave at time of printing*)
- Danielle Comeau, Bookkeeper (consultant)

The firm Collins Barrow was appointed by the Board of Directors as the independent auditor for the 2015-2016 fiscal year.

Arbitrators and Mediators Appointed until December 31, 2017, by Province:

Alberta

Roger Gunn (Mediator/Arbitrator)
Ian R. MacDonald (Mediator)
John Harrison Welbourn (Arbitrator)

British Columbia

Carol Roberts (Mediator/Arbitrator)
John P. Sanderson (Mediator)
Tricia C.M. Smith (Arbitrator)

Manitoba

James W. Hedley (Arbitrator)
Jeffrey Palamar (Arbitrator)
Louise Pelletier (Mediator)

Newfoundland and Labrador

James Oakley (Mediator/Arbitrator)

Northwest Territories

Cayley Jane Thomas (Mediator)

Nova Scotia

Peter J. MacKeigan (Mediator)

Ontario

Greg Ambrozic (Mediator)
The Honourable Robert P. Armstrong (Arbitrator)
Larry Banack (Arbitrator)
Roger Beaudry (Mediator)
David Bennett (Mediator/Arbitrator)
Rick Brooks (Mediator)
John Curtis (Mediator)

Ontario (continued)

Jane H. Devlin (Mediator/Arbitrator)
Ross C. Dumoulin (Arbitrator)
The Honourable Hugh L. Fraser (Arbitrator)
Steven C. Gaon (Mediator)
Paul Denis Godin (Mediator)
Ian Johnson (Mediator)
Janice Johnston (Mediator/ Arbitrator)
Kathleen J. Kelly (Mediator)
Andrew D. McDougall (Arbitrator)
Richard H. McLaren (Arbitrator)
Gordon E. Peterson (Mediator/ Arbitrator)
Michel G. Picher (Mediator/Arbitrator)
Anne Sone (Mediator)
Allan Stitt (Mediator/Arbitrator)
George W. Taylor (Mediator)

Quebec

Thierry Bériault (Mediator)
Dominique F. Bourcheix (Mediator)
Patrice M. Brunet (Arbitrator)
The Honourable Robert Décary (Arbitrator)
Stephen L. Drymer (Mediator/Arbitrator)
Julie Duranceau (Mediator)
L. Yves Fortier (Arbitrator)
The Honourable Paule Gauthier (Mediator/Arbitrator)
Richard W. Pound (Arbitrator)
Janie Soublière (Arbitrator)

Multi-Year Strategy and Objectives for 2016-2020

LONG-TERM OBJECTIVES 2016-2020

The Board of Directors has adopted the following as its vision statement: “A culture of fairness, integrity and respect is embraced in Canadian sport and beyond”. In aiming to achieve this vision, the Centre seeks to provide global leadership in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada. Following extensive consultation and discussion, the Board has endorsed a strategic plan to guide the Centre’s activities over the next quadrennial. The plan has four strategic pillars, each with an overarching goal expressed as the desired outcome.

Pillar 1: Providing Sport Dispute Resolution Services to the Canadian Sport Community

Goal: All sport disputes brought to the Centre are handled in a fair, transparent, timely and cost-effective manner.

Strategies identified to achieve this goal include ensuring that the roster of arbitrators and mediators delivers professional services in accordance with the Centre’s mission, optimising case management services, ensuring procedural rules are current and compliant and expanding the Centre’s fee-for-service activities.

Pillar 2: Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes

Goal: Stakeholders have the resources and tools to effectively prevent and resolve sport disputes.

Strategies identified to achieve this goal include improving the Canadian sport community’s access to sport dispute resources and increasing stakeholder engagement and interaction.

Pillar 3: Establishing an Ombudsperson Service for the Canadian Sport Community

Goal: An impartial and independent ombudsperson service exists in the Canadian sport community.

Strategies identified to achieve this goal include engaging in a consultative process to clarify needs and expectations of the sport community and assessing the Centre’s capacity, potential role and scope of service.

Pillar 4: Pursuing Organizational Excellence

Goal: The Centre is a sustainable, accountable, and responsible model of best practices.

Strategies identified to achieve this goal include optimizing the Centre’s systems, processes and human capital, maintaining and diversifying sources of revenue, and exploring international collaboration opportunities.

REPORT ON ACTIVITIES 2015-2016

- From April 1st, 2015 to the time of printing, the Centre managed a total of 60 new sport disputes including 23 anti-doping violation assertions. The Tribunal saw record activity during the first four months of the fiscal year, being seized of 19 anti-doping violation assertions and 17 ordinary cases. Twelve (12) of these new cases were related to the Toronto 2015 Pan American and Parapan American Games.
- Recent roster attrition prompted the Board of Directors to engage in a mid-term roster selection process, following which a mediator and an arbitrator were added to the roster in February 2016.
- The 2016 Mediator and Arbitrator Conference was held in Vancouver, British Columbia and provided professional development to Centre's roster and Board members; the public portion of the event, held in partnership with the Court of Arbitration for Sport, attracted attendees from 13 different nations.
- A new resource "Access to SDRCC Resolution Services" was introduced at the AthletesCAN Forum in September 2015 and is available in print format as well as in interactive online format.
- The Appeal Policy Package was reformulated into a "Guide to the Development of an Appeal Policy". A simplified version for smaller sport organizations is expected to be released before the end of the fiscal year.
- The Centre continued to engage the sport community during the 2015-2016 fiscal year. At the time of printing, staff members had attended 26 partner events or conferences, facilitated 19 workshops, and distributed dispute prevention and resolution publications at its kiosk at 15 sport events.
- The Centre was entrusted by the International Paralympic Committee (IPC) to appoint members to the IPC Board of Appeal of Classification during the 2015 Parapan American Games in Toronto.
- A consulting firm, retained to conduct a thorough review of the Centre's use of technology, submitted a technology strategy that will ensure practices are current and the continuity of services and data security are preserved.
- A privacy audit was conducted to review the Centre's policies and procedures with regards to the handling of private information and confidential documents.
- Responsive design technology was applied to the Centre's website and quick link buttons were added to promote better access to certain website features; the new site will be launched shortly.
- The seven Board members appointed during the fiscal year participated in an orientation session which was held in conjunction with the 2015 public meeting.
- A multi-year strategic plan for 2016-2020 was developed by the Board and staff in consultation with key stakeholders and potential clients.
- The Internal Dispute Resolution Policy is undergoing a thorough review and the new policy is expected to be in effect before the end of the fiscal year.
- The Centre complied with all of its legislative and contractual obligations.

Objectives and Planned Initiatives for 2016-2017

STRATEGIC PRIORITIES 2016-2017

The Centre's priorities for the 2016-2017 fiscal year include: (i) the implementation of its 2016-2020 Strategic Plan and bringing the necessary changes to deliver on its objectives; (ii) continuing to provide client-oriented, efficient and professional sport dispute prevention and resolution services; (iii) expanding the reach and impact of its existing resources and tools to assist members of the Canadian sport community in the prevention and efficient resolution of sport disputes; (iv) supporting the sport community in the establishment of an ombudsperson service; and (v) continuing to practice transparent and responsible management and governance.

In delivering on its statutory mandate, the Centre's projected activities for the 2016-2017 fiscal year will ensure that the two core elements of its services, the Secretariat and the Resource Centre, are maintained and enhanced.

The objective of the Resource Centre is to provide information and tools to assist all members of the sport community in preventing disputes, as well as to improve the capacity of NSOs, MSOs and CSCs to handle disputes that are not resolved at an earlier instance. In the 2016-2017 fiscal year, the Centre will focus on increasing access to its existing resources, thereby ensuring that more members of the sport community can benefit from them. The Centre will continue to actively explore opportunities to collaborate with Canadian sport organizations and foster their engagement in the creation of a culture of fairness, integrity and respect for all.

Through its Secretariat, the Centre will continue to provide professional dispute resolution services to NSOs, MSOs and CSCs and seek to improve where required. The Centre will be more proactive in getting new market segments to benefit from its expertise in case management, dispute resolution and use of technology for timely and cost-efficient proceedings.

The Centre fully supports the will of the sport community to create an ombudsperson program and is committed to assist in its establishment. Recognizing that an ombudsperson role was one of the initial recommendations of the working group that formed the basis for the Centre's foundation, the Board of Directors considers it a natural evolution of the Centre to play a leadership role in this initiative.

In pursuing organizational excellence, the Centre will build on its strong governance and business practices to offer a model for other sport organizations to emulate. Priorities in this fiscal year will focus on optimizing its human capital to ensure the successful implementation of its new multi-year Strategic Plan. In doing so, it will continue to carry out its mandate as per the Act and comply with the requirements of the Government of Canada in the delivery of its services.

OBJECTIVES AND INITIATIVES 2016-2017

Pillar 1: Providing Sport Dispute Resolution Services to the Canadian Sport Community

Initiatives:

- Identify and approach prospective market segments to expand the fee-for-service program;
- Evaluate recent upgrades to the Case Management Portal and determine future needs;
- Offer case management services to sport organizations on a fee-for-service basis;
- Ensure the annotated version of the Canadian Sport Dispute Resolution Code remains current.

Pillar 2: Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes

Initiatives:

- Assess the feasibility of establishing a network of sport mediators or appeal panel members at the community level;
- Make the Centre's jurisprudence more accessible through third party databases such as CanLII;
- Create a compendium of mediated settlements to better promote the use of mediation in sport;
- Develop webinars and other online tools to increase the reach and impact of the Centre's education efforts;
- Publish a series of templates and model policies for sport organizations.

Pillar 3: Establishing an Ombudsperson Service for the Canadian Sport Community

Initiatives:

- Liaise with relevant stakeholders to clarify the needs, expectations and scope of the project;
- Appoint an ad hoc committee to evaluate the Centre's capacity to administer the ombudsperson program for the Canadian sport community, including additional financial resources required;
- Collaborate with the sport community and the Government of Canada to the fullest extent possible to establish a sport ombudsperson program.

Pillar 4: Pursuing Organizational Excellence

Initiatives:

- Review the Board committee structure in order to align with the 2016-2020 strategic priorities;
- Manage the renewal process for upcoming terms of director mandates;
- Review and update the staff performance management framework and process;
- Formulate and adopt a policy to confirm the Centre's commitment to privacy and confidentiality;
- Establish a formal international strategy to nurture existing partnerships and explore new opportunities;
- Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2016-2017

Consistent with the objectives and planned initiatives for 2016-2017, the total proposed budget for this fiscal year is \$1,103,000 broken down as follows:

ADMINISTRATION	120,000
OFFICIAL LANGUAGES	43,000
OPERATIONS	430,000
HUMAN RESOURCES	510,000
TOTAL EXPENSES	1,103,000
FUNDING REQUESTED FROM SPORT CANADA	1,103,000

DISTRIBUTION BY FUNDING BLOCK

