



Corporate Plan for the 2017-2018 Fiscal Year

March 1st, 2017

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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 ("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 twelve (12) directors appointed by the Minister responsible for sport, as well as the Executive Director (or Chief Executive Officer) of the Centre, who is an *ex officio* director. 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 May 2016, the Minister of Sport and Persons with Disabilities renewed the mandates of five Board members, including the Chairman, for a duration of three years. A Board position became vacant on February 7, 2017 following the resignation of a director.

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 five 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 2016-2017 fiscal year:

- David de Vlieger, Chairperson
- David J. Bilinsky (*resigned on February 7, 2017*)
- Michael J. Bruni
- Shu-Tai Cheng
- Jean R. Dupré
- Susan Kitchen
- Marg McGregor
- The Honourable Graeme Mew
- Andréanne Morin
- Dasha Peregoudova
- William L. Ryan
- Anthony Wright
- Marie-Claude Asselin (Chief Executive Officer, *ex officio*)

Permanent staff members during the 2016-2017 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
- Philippe N'Djoré-Acka, Partnership and Promotion Coordinator (*since February 20, 2017*)
- Danielle Comeau, Bookkeeper (consultant) (*until September 30, 2016*)

The firm Collins Barrow was appointed by the Board of Directors as the independent auditor for the 2016-2017 fiscal year.

The Regroupement Loisir et Sport du Québec (RLSQ) provides accounting services to the Centre since October 1, 2016.

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

Alberta

Roger Gunn (Mediator/Arbitrator)
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

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)
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)
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)
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 2016-2017

- From April 1st, 2016 to February 24, 2017, the Centre managed a total of 45 new sport disputes including one on a fee-for-service basis and 17 anti-doping violation assertions. Ten (10) of these new cases were related to the selection of Canadian athletes for the Rio 2016 Olympic and Paralympic Games.
- The Board of Directors conducted an early roster renewal process. A call for applications was initiated in November 2016 and new roster members will be required to attend the 2017 Mediator and Arbitrator Conference in Quebec City in May 2017 as a condition of appointment.
- The annotated version of the Canadian Sport Dispute Resolution Code was updated with the most recent jurisprudence and published on the Centre's website.
- The Centre entered into an agreement with "Société québécoise d'information juridique" (SOQUIJ) to make its jurisprudence more accessible to the legal community, including being indexed in other mainstream legal databases such as the Canadian Legal Information Institute (CanLII).
- A compendium of anonymized mediated settlements is being developed as a reference tool for SDRCC mediators and to provide parties with examples of settlement options reached in other cases. This new tool will be introduced at the 2017 Mediator and Arbitrator Conference.
- Current users of the Centre's Case Management Portal and potential third-party users were surveyed to establish parameters for future upgrades to the system.
- The Centre continued to engage the sport community during the 2016-2017 fiscal year. Staff members have so far attended 18 partner events or conferences, facilitated 23 workshops including 3 by webinar, and distributed dispute prevention and resolution publications at its kiosk at 7 events.
- Model policies on matters such as discipline, harassment and conflict of interest, are being developed as reference tools for sport organizations to adapt for their own needs.
- The Board committee structure was reorganized to align with the Centre's strategic priorities.
- An *ad hoc* committee was appointed to consider the establishment of an ombudsperson program for the Canadian sport community. Further to a consultation of the sport community, the committee will formulate its recommendations in a report to be published around fiscal year end.
- A new Protection of Privacy Policy was developed and approved by the Board of Directors to reaffirm the Centre's commitment to the proper and lawful handling of personal information.
- The Centre's Board of Directors approved the creation of a sixth full-time permanent position to focus on expanding outreach activities, building relationships and establishing strategic partnerships.
- The Centre complied with its legislative and contractual obligations.

Objectives and Planned Initiatives for 2017-2018

STRATEGIC PRIORITIES 2017-2018

The Centre's priorities for the 2017-2018 fiscal year include: (i) continuing to provide client-oriented, efficient and professional sport dispute prevention and resolution services; (ii) cultivating strategic relationships to enhance interaction and increase awareness of its dispute prevention initiatives; (iii) establishing new collaboration opportunities to deliver resources and tools to assist members of the Canadian sport community in the 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 2017-2018 fiscal year will ensure that the two core elements of its services, the Secretariat and the Resource Centre, are maintained and enhanced.

The Resource Centre aims to provide information and tools to assist all members of the sport community in preventing disputes, while also improving the capacity of NSOs, MSOs and CSCs to handle disputes that are not resolved at an earlier instance. In the 2017-2018 fiscal year, the Centre will seek to expand the reach of its education and dispute resolution resources to a wider audience. The Centre will continue to actively explore opportunities to collaborate with sport organizations at the national, provincial and territorial levels and foster their engagement in the creation of a culture of fairness, integrity and respect for all.

The Centre will continue to provide professional dispute resolution services to NSOs, MSOs and CSCs and seek to improve where required. It will optimize its dispute resolution services through the integration of a new cohort of mediators and arbitrators along with significant upgrades to its Case Management Portal.

The Centre will pursue the establishment of an ombudsperson program to meet the needs and means of the Canadian sport community. Should the recommendations of the *ad hoc* committee receive the necessary support from the sport community, the Centre will assist with the implementation of the service.

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. 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 2017-2018

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

Initiatives:

- Complete the renewal of the roster of arbitrators and mediators, deliver comprehensive orientation and training and review the remuneration scheme;
- Offer on-site dispute resolution services at the 2017 Canada Summer Games;
- Implement upgrades to the Centre's Case Management Portal to enhance user functionality;
- Evaluate tribunal services survey data and formulate recommendations for improvements.

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

Initiatives:

- Expand outreach activities to more provincial and territorial sport conferences and events;
- Further develop tools to help parties better understand the SDRCC process in ordinary and doping proceedings;
- Promote the use of resolution facilitation services in NSO and MSO internal appeal process;
- Increase the use of webinars to deliver dispute prevention workshops.

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

Initiatives:

- Continue to work with Sport Canada in its review and assessment of the report submitted by the *ad hoc* committee in 2017;
- Collaborate with Sport Canada and/or other stakeholders to secure funding for the program and to develop a feasible implementation plan.

Pillar 4: Pursuing Organizational Excellence

Initiatives:

- Finalize and implement the new performance management system for the Centre's staff;
- Ensure that the Centre's policies are reviewed on an established cycle and updated as required;
- Secure office space that is sufficient to accommodate the Centre's recent expansion;
- Launch a pilot program for the licensing of the Case Management Portal by third parties;
- Create new marketing tools to promote the Centre's fee-for-service activities;
- Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2017-2018

Consistent with the objectives and planned initiatives for 2017-2018, the total proposed budget for this fiscal year is \$1,300,000 broken down as follows:

ADMINISTRATION	130,000
GOVERNANCE	45,000
OFFICIAL LANGUAGES	53,000
OPERATIONS	532,000
HUMAN RESOURCES	540,000
TOTAL EXPENSES	1,300,000
FUNDING REQUESTED FROM SPORT CANADA	1,300,000

DISTRIBUTION BY FUNDING BLOCK

