



SDRCC ANNUAL REPORT

2021
2022

From the Chairperson
of the SDRCC
Brad Kielmann
July 31, 2022



**INTEGRITY
FAIRNESS
EXCELLENCE**



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About the Centre

The Sport Dispute Resolution Centre of Canada (the “Centre” or the “SDRCC”) was created in March 2003 by an Act of Parliament, the *Physical Activity and Sport Act* (the “Act”). The Board of Directors of the Centre (the “Board”) is comprised of voluntary members and has the mandate to direct the Centre and oversee its activities. The Board is appointed by the federal Minister responsible for sport.

This report reviews the operations and assesses the results of the activities of the Centre for the Period from April 1, 2021, to March 31, 2022 (the “Period”).

STATUTORY MANDATE

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.

VISION STATEMENT FOR 2020–2024

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

MISSION STATEMENT FOR 2020–2024

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

VALUES

- **INTEGRITY** - Through transparency, competence and high standards of ethical conduct, we constantly strive to earn our stakeholders’ trust.
- **FAIRNESS** - We are independent, impartial and respectful of all parties so our stakeholders can count on us to be fair.
- **EXCELLENCE** – We effectively achieve our mission by being efficient, accessible, professional, and compassionate.

ORGANIZATION HISTORY AND PROFILE

The Centre was established to offer the Canadian sport community the necessary tools to prevent conflicts and, when they are inevitable, to resolve them.

Following extensive consultations in the sport community and collaboration between several key sport organizations in Canada, the interim predecessor of the Centre, the ADRsportRED Program, was launched in January 2002 to offer dispute resolution services to the sport community at the national level.

When the *Physical Activity and Sport Act* received Royal Assent in March 2003, the Centre was officially established as an independent organization with a mission to provide to the sport community a national alternative dispute resolution (ADR) service for sports-related disputes. The Centre officially began its operations in April 2004 and it assumed responsibility for hearing all doping cases in Canada starting in June 2004.

The Centre has fifteen staff members. On average, the Centre handles approximately 50 cases per year, of which almost half are doping-related cases. In addition to the activities of the Tribunal, the Dispute Prevention Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the occurrence or severity of sports-related disputes.

In 2018, the Centre created an Investigation Unit, to provide professional and independent investigation services to the sport community for abuse and harassment complaints. The Centre also oversees the Canadian Sport Helpline, a free, anonymous, confidential and bilingual listening and referral service for concerns regarding abuse, harassment and discrimination in sport, established in 2019. On January 1, 2021, the Centre created the Safeguarding Tribunal, a new division specialized in hearing disputes pertaining to allegations of harassment and abuse.

On July 6, 2021, following a public call for applications, the Minister designated the Centre to deliver the independent safe sport mechanism at the national level.



Message from the Chairperson and Chief Executive Officer

It was a year like no other. The Centre's efforts of the past several years in putting forward solutions to address abuse and harassment in sport were recognized when it was selected, in July 2021, by the Government of Canada to create an independent safe sport mechanism to administer the Universal Code of Conduct to Prevent and Address Maltreatment in Sport. It goes without saying that the addition of this new and very important mandate brought about significant changes in a very short time frame.

Amidst a global pandemic and human resources shortage in many industries, including federated sport, the Centre had no difficulty attracting incredible talent to grow from 7 to 15 employees in a matter of six months. This growth is a testament to the inspiration that the new safe sport mandate instills, and the passion and will to make a positive difference for all sport participants in Canada. The roster of mediators and arbitrators, stimulated by the creation of the Safeguarding Tribunal, also expanded from 37 to 59 during the Period, alongside 11 aspiring arbitrators enrolled in its Women in Arbitration Mentorship Program. Seven new Board members were also nominated during the Period. Joining the SDRCC at this crucial time in its history, in any capacity, means being part of something needed and long overdue for Canadian sport.

Countless volunteer hours were invested by dedicated working group members to provide expertise and guidance and help develop the required policies, procedures, and guidelines for the Office of the Sport Integrity Commissioner and other key functions of the Abuse-Free Sport program. We wish to thank all of them for their invaluable contributions.

In the usual transition, the Board said goodbye to seven incredibly invested Board members, some of whom continued to volunteer with the Centre to support the work they had started with the planning of the safe sport mechanism. We are thankful to those retiring members for extending their years of volunteer service for the betterment of the Centre.

It was a very eventful year in the Dispute Resolution Secretariat as well. As sport returned to in-person competition, including two Olympic and Paralympic Games falling within the same fiscal year, there was a surge in the number of cases brought to the Centre for resolution. Several tribunal records were broken, in the lead up to the 2022 Winter Olympics in particular, including exceeding the total number of cases in a fiscal year, the number of new cases opened on a single day, the number of hearings held simultaneously, and the number of appeals handled concurrently by a single arbitrator. The Secretariat was also solicited by independent third-parties of federally-funded sport organizations to assist with the informal resolution of a growing number of safe sport complaints. All of the foregoing happened even before the Abuse-Free Sport program was even launched.

In short, 2021–2022 was a year of great changes for the SDRCC, exponential growth in terms of funding, staffing, responsibilities and accomplishments, as well as a record-breaking year in its Dispute Resolution Secretariat. On behalf of the Board of Directors, we wish to acknowledge the unwavering support of Minister Pascale St-Onge in the implementation of the Abuse-Free Sport program and in the Centre's mandate more generally.

Brad Kielmann

Chairperson of the Board of Directors

Marie-Claude Asselin

Chief Executive Officer



Highlights from 2021–2022

Achieving Our Objectives:

PRIORITY AREA 1

PROVIDING SPORT DISPUTE RESOLUTION SERVICES TO THE CANADIAN SPORT COMMUNITY

1.1 Deliver orientation to newly appointed arbitrators and mediators and provide professional development to all roster members, including specific training for specialty rosters in doping and safeguarding

Newly appointed roster members attended an orientation session which was held in conjunction with the 2021 Mediator and Arbitrator Conference, held by videoconference. The interactive conference included sessions on independence and deference as well as specialized sessions for all members of the Doping and Safeguarding rosters. Supplemental training was extended to all roster members on mediation safe sport matters and on mental health. To support their continuous professional development, many roster members participated in the Observer Program, allowing them to observe mediation and arbitration proceedings conducted by their peers.

Documents from the Roster Toolkit were updated to reflect new doping rules and the new Canadian Sport Dispute Resolution Code. A new and updated annotated version of the Canadian Sport Dispute Resolution Code was published in both official languages on the Centre's website as a key resource for roster members and parties to the Centre's tribunal proceedings.

1.2 Narrow the gender gap among arbitrators through the implementation of the Women in Arbitration Mentorship Program

Eleven aspiring arbitrators were selected to participate in the Women in Arbitration Mentorship Program. Participants were paired with a mentor from the Centre's roster of arbitrators and took part in the new roster members' orientation session as part of the 2021 Mediator and Arbitrator Conference. Participants' progress in observing tribunal proceedings and issuing mock decisions was monitored and tracked using a report card. Upon successful completion of all requirements, these women will be invited to join the Centre's roster of arbitrators.

1.3 Enhance technological tools to further streamline the case management process

New, secure and more cost-effective telephone and videoconferencing options are now available for the conduct of tribunal proceedings. As part of an ongoing process to gradually convert tribunal forms to fillable online forms, the Dispute Resolution Secretariat prioritized the forms required for parties to initiate or engage in tribunal proceedings during the 2022 Canada Games and 2022 Commonwealth Games. The platform, on which all tribunal forms will soon be hosted, is also secure and meets accessibility standards.

PRIORITY AREA 2

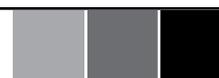
STRENGTHENING THE CAPACITY OF THE CANADIAN SPORT COMMUNITY TO PREVENT AND RESOLVE DISPUTES

2.1 Review and update existing publications to ensure compliance with 2021 Canadian Sport Dispute Resolution Code

Several publications forming part of the Guide to SDRCC Proceedings were updated to comply with the 2021 Canadian Sport Dispute Resolution Code and 2021 Canadian Anti-Doping Program. The publication A Sport Administrator's Guide to Anti-Doping Rule Violation Assertions was also updated in collaboration with the Canadian Centre for Ethics in Sport to reflect the most recent changes to the anti-doping rules.

2.2 Collaborate with viaSport BC and Sport Manitoba to promote the Sport Law Connect Program and provide training to new participants in those provinces

As part of the Sport Law Connect Program, information sessions for provincial sport administrators and training for case managers were conducted in Manitoba. Program orientation and complimentary training on facilitation and hearings were provided to a new cohort of law students in British Columbia and Alberta, where the program is also currently being deployed. Training was provided to graduate law students from Université de Sherbrooke to offer free-of-charge sport mediation services in Quebec.



2.3 Modernize the Centre’s website to enhance user experience and access to tools and resources

Plans for the enhancement of the Centre’s main website were set aside in the Period in favour of the upgrade required to the Abuse-Free Sport website and the creation of the new Sport Integrity Commissioner’s website. Nonetheless, the Centre’s website analytics show that the number of page views on the site increased by over 1,000 per month between April 1, 2021, and March 31, 2022. Part of this increase may be attributable to the Centre being much more active on social media to promote its publications, services and opportunities and improving the overall engagement rate on Twitter, Facebook and LinkedIn.

2.4 Continue to provide meaningful dispute prevention and education to the Canadian sport community through workshops and webinars.

The Centre’s bilingual webinar series continued to be well attended by sport administrators, high performance staff, coaches, volunteers and athletes from all levels of the sport system. Topics covered included respecting rights in disciplinary processes, reducing the risks of disputes arising from the selection process, conducting internal appeals, benefits of early resolution facilitation, negotiation skills for sport leaders, and athletes’ rights and responsibilities. In addition to the webinar series, the Centre’s staff conducted 32 virtual workshops and presentations including at the AthletesCAN Forum, and the Sport Leadership sportif conference where staff also attended with the Centre’s virtual kiosk.

PRIORITY AREA 3 SUPPORTING INTEGRITY IN SPORT

This Priority Area 3 and its stated objectives were developed as part of the creation of the Centre’s Corporate Plan published in March 2021. Following the Centre’s selection to implement the new safe sport mechanism at the national level, on July 6, 2021, these stated objectives were not modified, but the actual accomplishments described below

reflect modifications that took place to allow a smooth implementation of the new mandate.

3.1 Maintain the Canadian Sport Helpline and Investigation Unit programs, as required

The services of the Canadian Sport Helpline and Investigation Unit continued to be offered to the Canadian sport community throughout the Period. Between April 1, 2021, and March 31, 2022, the Canadian Sport Helpline continued to receive hundreds of communications, with a marked increase of inbound communications matching pre-pandemic levels. With the gradual return of community sports across the country, there was a 18% increase of individuals contacting the helpline regarding matters arising from provincial, territorial, club or community level sport compared to the previous year. Close to two thirds of clients opted to contact the service by telephone, more than a quarter by email and others via text messages.

The Investigation Unit was left intact until after the end of the Period. Plans were already underway by then to review its composition and purpose and to make it an integral part of the new safe sport mechanism.

3.2 Provide specialized adjudication services to the Canadian sport community through the Safeguarding Tribunal

In a manner consistent with the new safeguarding rules incorporated into the 2021 Canadian Sport Dispute Resolution Code, a specialized list of 22 arbitrators was established in May 2021. These arbitrators combine relevant adjudication experience in the areas of child protection, human rights, criminal law, residential schools and workplace harassment. Although no arbitration cases pertaining to safeguarding matters were heard during the Period, a number safe sport disputes were brought to the Centre for mediation. Further to the increasing number of such cases, of highly sensitive nature, it was decided to create a subset of roster members meeting specific criteria to act as mediators in safe sport cases. Following an internal application process and interviews conducted by a working group, the Centre’s Board of Directors approved the composition of the specialized safe sport mediator roster.



3.3 Offer expertise, as required, to stakeholders across the country in support of their efforts to end maltreatment in sport

In July 2021, the Government of Canada selected the SDRCC to develop and deliver an independent safe sport mechanism. A consultation process was conducted to elicit feedback on the design and implementation of the mechanism. A total of 21 virtual focus group sessions were held, involving 77 national sport organizations, multisport service organizations, and national sport centres and institutes.

An Athlete Advocacy Committee was created to serve as the collective voice for all Canadian athletes to provide input, make recommendations, and contribute to the development of safe sport programs and services. A working group, comprised of external experts, was tasked to develop policies, procedures and job descriptions for the Office of the Sport Integrity Commissioner, making recommendations for a sound complaint intake process, preliminary assessments and investigations.

Federally-funded sport organizations were encouraged to pledge their intention to become a program signatory of the independent safe sport mechanism. These pledge signatories were invited to establish a working group, to create terms of reference for and select the first Maltreatment in Sport Sanctions Council and to assist with the design of the function and reporting structure for the Director of Sanctions and Outcomes. Hiring committees and human resource experts were engaged to recruit a Sport Integrity Commissioner and a Director of Investigations.

The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) was reviewed and updated, following a nationwide consultation process. The resulting version 6.0 is to serve as the basis for the launch of the safe sport mechanism, now referred to as the Abuse-Free Sport program.

The staff team of the Resource Centre was expanded to support its new responsibilities, which include support and wellness services, safe sport research and education initiatives. Legal and mental health assistance is now available to members of the sport community at the national team level

affected by maltreatment. The development of UCCMS-compliant education standards and of a safe sport research grant program is underway. A total of 10 safe sport research grants were awarded in the Period to academic researchers to conduct knowledge syntheses, designed to inform future research priorities.

PRIORITY AREA 4 PURSUING ORGANIZATIONAL EXCELLENCE

4.1 Support the Minister in seeking volunteers to join the Centre's Board of Directors in 2021

Following a public call for applications, six new Board members and a new Chairperson were named by Minister Steven Guilbeault in August 2021. After another Board member had to step down for professional reasons shortly after, Minister Pascale St-Onge designated a replacement in March 2022.

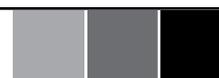
4.2 Provide orientation to six new Board members and facilitate the transition of leadership

New members attended an in-person orientation session held in conjunction with the Centre's Annual Public Meeting in September 2021. One-on-one orientation was conducted virtually with the most recently appointed member. The Board Handbook was updated and made available to all new directors and the committee structure, composition and terms of reference were reviewed and updated. All new Board members completed their mandatory safe sport training.

Professional development on the subject of mental health was extended to all of the Centre's employees, Board, roster, Investigation Unit members and the Canadian Sport Helpline operators.

4.3 Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

The Centre's 2020-2021 Annual Report was delivered to the Minister of Canadian Heritage in July 2021 and its Annual



Public Meeting was held in Ottawa, Ontario, and virtually on September 23, 2021.

The *Regroupement Loisir et Sport du Québec (RLSQ)*, a not-for-profit organization primarily servicing sport organizations, provided accounting services for the Centre during the Period. The firm Baker Tilly audited the accounts and financial transactions of the Centre and submitted its written report to the Audit and Finance Committee of the Centre on June 15, 2022. The Auditor's Report was approved by the Board on July 22, 2022. The Auditor's Report, presented on page 15 of this report, states that the policies of the Centre are in accordance with Canadian accounting standards for not-for-profit organizations and that the Centre is economically dependent on government funding for its financial operations.

Sport Canada's core contribution to the Centre for the Period was \$1,140,000 plus an amount of \$30,311 which was deferred from the 2020–2021 contribution. The approved financial statements show that related expenses amounted to a total of \$1,160,701 broken down as follows:

- **\$125,890** for administration, including office, general administration and communication;
- **\$44,274** for governance and compliance;
- **\$51,429** for official languages requirements, including the cost of translation for the Centre's documents and rulings;
- **\$404,545** for operations and programming, including the administration of cases, training for mediators and arbitrators, education and outreach, gender equity and safety in sport; and
- **\$534,563** for human resources, including professional development as well as salaries and benefits for the Centre's staff.

An additional \$1,964,125 was awarded by Sport Canada in order to support financially the development of the independent safe sport mechanism and establishment of the Office of the Sport Integrity Commissioner, including the maintenance of the Investigation Unit and of the Canadian

Sport Helpline. The expenses relating to this above-reference level funding were broken down as follows: \$5,974 in administration, \$10,460 in official languages, \$719,303 in operations and \$194,808, in human resources, as reported in the audited financial statements. Due to the delays in awarding the mandate and subsequent deferral of the launch, Sport Canada exceptionally authorized the Centre to carry forward \$1,020,944 to the 2022–2023 fiscal year.

An excess of revenues over expenses of \$13,115 for the Period will therefore be returned to Sport Canada.

The Centre also generated \$15,433 in independent revenues for the Period.

As required by Section 32 of the Act, the Corporate Plan for the 2022–2023 fiscal year was delivered in electronic format to the Minister of Sport on March 1, 2022. The plan indicated that the Centre's strategic priorities would include: (i) providing fair, impartial, timely and cost-effective dispute resolution services; (ii) increasing accessibility of dispute prevention tools and resources; (iii) continuing to support the sport community to address maltreatment in sport; and (iv) practicing transparent, sustainable and responsible management and governance.

The Corporate Plan presented a budget that included core expenditures of \$1,100,000. The projected expenditures included: \$110,000 for administration, \$40,000 for governance, \$35,000 for official languages, \$380,000 for operations, and \$535,000 for human resources.

The Corporate Plan also included a request for \$10,025,000 in above reference level funding for the independent safe sport mechanism. The projected expenditures included: \$400,000 for administration, \$20,000 for governance, \$340,000 for official languages, \$7,770,000 for operations, \$1,215,000 for human resources and \$280,000 for research and evaluation.

During the Period, the Centre complied with all of its legislative and contractual obligations.



Dispute Resolution Secretariat Activities in 2021-2022

A record 76 new cases were filed during the Period, originating from 33 different sports, including seven disputes related to the Tokyo Summer Olympic Games and nine relating to team selection for the 2022 Winter Olympic Games. This represents the highest number of cases in a fiscal year and is well above the average of 66 in the three periods prior.

The Ordinary Tribunal received 67 new requests, including 19 Early Resolution Facilitation cases and three fee-for-service cases, dealing with issues such as team selection, athlete carding, discipline, maltreatment and membership matters.

Among those cases, 22 were settled by consent agreement of the parties, for a settlement rate of 33%; 36 were resolved by way of arbitration; and three requests were withdrawn. The settlement rate for maltreatment cases was higher, with seven of the 10 cases, brought voluntarily by the parties for Early Resolution Facilitation, were resolved by consent of the parties. The average duration of cases was 39 days, irrespective of the dispute resolution method used, with the exception of four matters which remain in progress at the time of printing.

The Centre also provided fee-for-service case management in 2 internal matters of federally-funded sport organizations.

Following a significant reduction in doping control activities by the CCES because of the COVID-19 pandemic in the previous

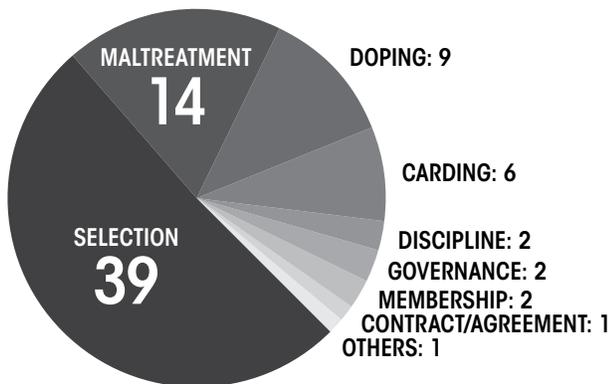
period, Doping Tribunal activities resumed gradually during the Period. Nine new doping violation assertions were filed; two cases were decided by arbitration, while in four other cases the athletes either admitted to the violation and accepted the sanction, or failed to challenge the violation assertion. Three cases remain in progress in arbitration. No doping appeal was filed during the Period.

A new Anti-Doping Legal Aid Program was set up by the Centre in September 2021 in order to facilitate access to lawyers experienced in anti-doping disputes when athletes were notified of an asserted violation carrying a proposed period of ineligibility of four or more years. Two athletes, out of five who were admissible, requested the assistance of a lawyer through the Program. These legal fees were paid using the Centre's independent funds.

Other parties to proceedings benefitted from access to free legal advice and services through the Pro Bono program. Based on a survey of the Centre's pro bono lawyers, they were contacted by athletes, coaches, officials, sport organizations and parents at least 29 times and assisted parties in at least 23 cases. The most prevalent reason for turning down a case was that the timelines of the proceedings conflicted with prior commitments. Thanks to this service, members of the sport community saved an estimated \$155,700 in legal fees during the Period.

TYPE OF DISPUTE

The types of disputes brought before the Centre were as follows:



DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES	SPORT	NUMBER OF CASES
Snowboard	9	Rowing	3
Canoe-Kayak	6	Swimming	3
Cycling	4	Alpine Ski	2
Speed Skating	4	Freestyle Ski	2
Wrestling	4	Judo	2
Curling	3	Powerlifting	2
Equine Sport	3	Soccer	2
Figure Skating	3	Taekwondo	2
Football	3	Triathlon	2
Gymnastics	3	Weightlifting	2

Sports from which only one dispute was submitted were: Archery, Badminton, Biathlon, Bobsleigh, Boxing, Cricket, Fencing, Goalball, Hockey, Luge, Nordic Ski, Para-Snowboard, Rugby, and Table Tennis.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 19-0421 Ordinary Division Arbitration	Bobsleigh	Maltreatment	Athlete	Robert P. Armstrong	658 days (September 26, 2019 to July 15, 2021)	Appeal partially allowed	Jeffrey Rath & Katherine Newton (Athlete) Arif Chowdhury & Vhari Storwick (NSO), James Bunting & Carlos Sayao (Coach)
SDRCC 19-0434 Ordinary Division Arbitration	Cricket	Membership	PSO	Janice D. Johnston	595 days (November 26, 2019 to July 13, 2021)	Appeal allowed	James Bunting & Carlos Sayao (PSO)
SDRCC 21-0491 Ordinary Division Arbitration	Skeleton	Carding	Athlete	Patrice M. Brunet	108 days (March 23, 2021 to July 9, 2021)	Appeal denied	Sarra Saidi (Athlete), Patrick A. Wright (Athlete), Alexandra Logvin (NSO)
SDRCC 21-0494 Ordinary Division Early RF	Judo	Maltreatment	Athlete, Coach & NSO	Marie-Claire Belleau	76 days (April 8, 2021 to June 23, 2021)	Request withdrawn	N/A
SDRCC 21-0495 Ordinary Division Arbitration	Wrestling	Selection	Athlete	John H. Welbourn	7 days (April 19, 2021 to April 26, 2021)	Appeal denied	Zachary Rosen & Paul-Erik Veel (Athlete), Kate Scallion (Athlete), Jordan Goldblatt (NSO)
SDRCC 21-0496 Ordinary Division Arbitration	Fencing	Selection	Athlete	L. Yves Fortier	28 days (April 20, 2021 to May 18, 2021)	Appeal denied	Fidelia Ho (Athlete)
SDRCC 21-0497 Ordinary Division Early RF	Taekwondo	Others	PSO & NSO	Patrick Zakaria	7 days (April 26, 2021 to May 3, 2021)	RF completed	N/A
SDRCC 21-0498 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athlete	Carol Roberts	30 days (April 28, 2021 to May 28, 2021)	Appeal denied	Eliott Cheeseman (Athlete), Adam Klevinas (NSO)
SDRCC 21-0499 Ordinary Division Mediation/Arbitration	Gymnastics	Selection	Athlete	David Bennett	8 days (April 28, 2021 to May 6, 2021)	Appeal denied	N/A
SDRCC 21-0500 Ordinary Division Mediation/Arbitration	Cycling	Selection	Athlete	L. Yves Fortier	32 days (May 13, 2021 to June 14, 2021)	Consent/ Settlement	Cristy Nurse (Athlete), Michelle Kropp (NSO)
SDRCC 21-0501 Ordinary Division Early RF	Canoe-Kayak	Maltreatment	Athletes & NSO	Anne L. Sone	9 days (May 16, 2021 to May 25, 2021)	Consent/ Settlement	Cristy Nurse (Athlete), Russell Gregory (Athlete), Adam Klevinas (NSO)
SDRCC 21-0502 Ordinary Division Early RF	Alpine Ski	Maltreatment	Athlete, Coach & NSO	Bruce Ally	57 days (May 20, 2021 to July 16, 2021)	Consent/ Settlement	Amanda Fowler (Athlete)
SDRCC 21-0503 Ordinary Division Arbitration	Badminton	Maltreatment	Coach & Parent	JJ McIntyre	200 days (May 20, 2021 to December 6, 2021)	Appeal denied	Michael Kwiatkowski (Coach/Parent), Michelle Kropp (NSO)
SDRCC 21-0504 Ordinary Division Early RF	Nordic Ski	Selection	Athlete & NSO	David Bennett	41 days (June 4, 2021 to July 15, 2021)	Consent/ Settlement	Adam Klevinas (NSO)

* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 21-0505 Ordinary Division Mediation/Arbitration	Cycling	Selection	Athlete	L. Yves Fortier	19 days (June 11, 2021 to June 30, 2021)	Appeal denied	Marie-Josée Boily (Athlete), Benoît Girardin (NSO)
SDRCC 21-0506 Ordinary Division Mediation/Arbitration	Curling	Selection	Athlete	Janice D. Johnston	78 days (June 16, 2021 to September 2, 2021)	Consent/ Settlement	Emir Crowne & Amanda Fowler (Athlete) Michelle Kropp (NSO)
SDRCC 21-0507 Ordinary Division Mediation/Arbitration	Cycling	Selection	Athlete	Carol Roberts	13 days (June 17, 2021 to June 30, 2021)	Appeal denied	Roberto Aburto & Phedely Ariste (Athlete), Michelle Kropp (NSO)
SDRCC 21-0508 Ordinary Division Arbitration	Equine Sport	Selection	Athlete	Robert Néron	4 days (June 24, 2021 to June 28, 2021)	Appeal denied	Peter Howard & Aaron Kreaden (Athlete), Ted Frankel & Jessica L. Kuredjian (NSO)
SDRCC 21-0509 Ordinary Division Early RF	Triathlon	Selection	Athlete & NSO	Paul Godin	2 days (June 28, 2021 to June 30, 2021)	Consent/ Settlement	Kate Scallion (Athlete), Michaël Bardagi (Athlete), Adam Klevinas (NSO)
SDRCC 21-0510 Ordinary Division Early RF	Luge	Maltreatment	Athlete, coach & NSO	Cayley Jane Thomas	58 days (June 28, 2021 to August 25, 2021)	Consent/ Settlement	N/A
SDRCC 21-0511 Ordinary Division Arbitration	Freestyle Ski	Carding	Athlete	Patrice M. Brunet	82 days (July 2, 2021 to September 22, 2021)	Appeal denied	N/A
SDRCC 21-0512 Ordinary Division Early RF	Snowboard	Selection	NSO & MSO	Hugh McCall	11 days (July 12, 2021 to July 23, 2021)	Consent/ Settlement	N/A
SDRCC 21-0513 Ordinary Division Mediation/Arbitration	Snowboard	Selection	Athlete	Michelle Simpson	66 days (July 19, 2021 to September 23, 2021)	Consent/ Settlement	Amanda Fowler (Athlete), Adam Klevinas (NSO)
SDRCC 21-0514 Ordinary Division Arbitration	Rowing	Discipline	Athlete	Janie Soublière	0 days* (July 20, 2021 to July 20, 2021)	Appeal allowed	Paul Greene & Matthew Kraiser (Athlete), Dragana Rakic & Luisa Ritacca (MSO)
SDRCC 21-0515 Ordinary Division Mediation/Arbitration	Triathlon	Selection	Athlete	L. Yves Fortier	13 days (July 22, 2021 to August 4, 2021)	Consent/ Settlement	Marc-Olivier Brouillette (Athlete), Adam Klevinas (NSO)
SDRCC 21-0516 Ordinary Division Arbitration	Judo	Carding	Athlete	Karine Poulin	233 days (August 4, 2021 to March 25, 2022)	Appeal allowed	Michaël Bardagi & Camille Santerre (Athlete), Mathieu Laplante-Goulet (NSO), Andréanne Breton & Nadine Dupuis (SC)
SDRCC 21-0517 Ordinary Division Mediation/Arbitration	Canoe-Kayak	Selection	Athlete	Carol Roberts	1 day (August 26, 2021 to August 27, 2021)	Request withdrawn	Benoit Girardin (NSO)
SDRCC 21-0518 Ordinary Division Mediation/Arbitration	Canoe-Kayak	Selection	Athlete	David Bennett	1 day (August 26, 2021 to August 27, 2021)	Appeal denied	Benoit Girardin (NSO)

* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 21-0519 Ordinary Division Arbitration	Gymnastics	Selection	Official	David Bennett	6 days (September 27, 2021 to October 3, 2021)	Appeal denied	N/A
SDRCC 21-0520 Ordinary Division Arbitration	Gymnastics	Selection	Official	David Bennett	6 days (September 27, 2021 to October 3, 2021)	Appeal allowed	N/A
SDRCC 21-0521 Ordinary Division Mediation/Arbitration	Taekwondo	Selection	Athlete	Jim Oakley	24 days (October 15, 2021 to November 8, 2021)	Consent/ Settlement	N/A
SDRCC 21-0522 Ordinary Division Early RF	Speed Skating	Selection	Athlete & NSO	L. Yves Fortier	5 days (October 23, 2021 to October 28, 2021)	Termination of mediation	Vincent Dubuc-Cusick (Athlete), Adam Klevinas (NSO)
SDRCC 21-0523 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Karine Poulin	7 days (October 27, 2021 to November 3, 2021)	Appeal allowed	Vincent Dubuc-Cusick (Athlete), Emir Crowne (Athlete), Amanda Fowler (Athlete), Adam Klevinas (NSO), Cristy Nurse (NSO)
SDRCC 21-0524 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Karine Poulin	7 days (October 27, 2021 to November 3, 2021)	Appeal allowed	Vincent Dubuc-Cusick (Athlete), Emir Crowne (Athlete), Amanda Fowler (Athlete), Adam Klevinas (NSO), Cristy Nurse (NSO)
SDRCC 21-0525 Ordinary Division Arbitration	Equine Sport	Discipline	Horse owner	Carol Roberts	56 days (November 1, 2021 to December 27, 2022)	Appeal denied	Liza Lazarus, Ellen Kerr & Emma Waters (Horse owner), Glenn Solomon (Athlete) Michelle Kropp (NSO)
SDRCC 21-0526 Ordinary Division Mediation/Arbitration	Canoe-Kayak	Carding	Athlete	Allan Stitt	66 days (November 12, 2021 to January 17, 2022)	Consent/ Settlement	Cheryl Canning (Athlete), Adam Klevinas (NSO)
SDRCC 21-0527 Ordinary Division Arbitration	Wrestling	Selection	Coach	Richard McLaren	4 days (November 17, 2021 to November 21, 2021)	Appeal allowed	Vishnu Patel, Dragana Rakic & Luisa Ritacca (MSO)
SDRCC 21-0528 Ordinary Division Early RF	Curling	Maltreatment	Athletes	Sarah Daitch	94 days (November 22, 2021 to February 24, 2022)	Consent/ Settlement	N/A
SDRCC 21-0529 Ordinary Division Arbitration	Table Tennis	Governance	PSO	Janice D. Johnston	14 days (November 23, 2021 to December 7, 2021)	Jurisdiction denied	Michelle Kropp & Will Russell (PSO), Timothy Cullen & Jeremiah Kopp (NSO)
SDRCC 21-0530 Ordinary Division Early RF	Hockey	Selection	Athlete and NSO	James C. Oakley	55 days (November 26, 2021 to January 20, 2022)	Consent/ Settlement	Kate Scallion (Athlete)
SDRCC 21-0531 Ordinary Division Arbitration	Wrestling	Eligibility	Athlete	John H. Welbourn	63 days (November 29, 2021 to January 31, 2022)	Appeal denied	Michelle Kropp & Will Russell (NSO)
SDRCC 21-0532 Ordinary Division Mediation/Arbitration	Curling	Contract / Agreement	Athletes	Janice D. Johnston	(December 3, 2021)	In Progress	Emir Crowne & Amanda Fowler (Athlete), Michelle Kropp (NSO)

* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 21-0533 Ordinary Division Mediation/Arbitration	Swimming	Selection	Athlete	Gordon Peterson	126 days (December 15, 2021 to April 20, 2022)	Consent/ Settlement	Alessia Grossi & Elliot Saccucci (Athlete), Benoit Girardin & Karin Pagé (NSO)
SDRCC 21-0534 Ordinary Division Arbitration	Wrestling	Maltreatment	Service provider	Richard W. Pound	71 days (December 20, 2021 to March 1, 2022)	Appeal denied	Mark Bourrie & André Marin (Service provider) Jordan Goldblatt & Cameron Rempel (NSO)
SDRCC 21-0535 Ordinary Division Early RF	Figure Skating	Maltreatment	Athlete & Judge	Nadini Sankar-Peralta	13 days (December 22, 2021 to January 4, 2022)	Consent/ Settlement	N/A
SDRCC 21-0536 Ordinary Division Arbitration	Soccer	Membership	League	L. Yves Fortier	51 days (December 22, 2021 to February 11, 2022)	Appeal allowed	James Bunting & Carlos Sayao (League), Sean Bawden & Michael Leaver (NSO), Michelle Kropp (PSO)
SDRCC 21-0537 Ordinary Division Resolution Facilitation	Cycling	Carding	Athlete & NSO	Paul Fauteux	43 days (December 23, 2021 to February 4, 2022)	Consent/ Settlement	N/A
SDRCC 21-0538 Ordinary Division Arbitration	Cricket	Membership	PSO	Gordon Peterson	(December 24, 2021)	In Progress	Carlos Sayao (PSO)
SDRCC 22-0539 Ordinary Division Mediation/Arbitration	Speed Skating	Selection	Athlete	Carol Roberts	6 days (January 10, 2022 to January 16, 2022)	Appeal denied	Michael Smith (Athlete), Adam Klevinas (NSO), Andrée-Anne Dion (Affected Party)
SDRCC 22-0540 Ordinary Division Early RF	Biathlon	Maltreatment	Volunteer & NSO	Marie-Claire Belleau	8 days (January 10, 2022 to January 18, 2022)	Termination of mediation	Will Russell (NSO)
SDRCC 22-0541 Ordinary Division Arbitration	Weightlifting	Carding	Athlete	Patrice M. Brunet	8 days (January 11, 2022 to January 19, 2022)	Request withdrawn	Adam Klevinas (Athlete), Sebastian Pyzik (NSO)
SDRCC 22-0542 Ordinary Division Arbitration	Freestyle Ski	Selection	Athlete	Janie Soublière	2 days (January 16, 2022 to January 18, 2022)	Appeal denied	Caroline Boudreau (Athlete)
SDRCC 22-0543 Ordinary Division Mediation/Arbitration	Goalball	Carding	Athletes	Gordon Peterson	182 days (January 17, 2022 to July 18, 2022)	Consent/ Settlement	Tiana Knight (Athletes), James Malloy (Athletes)
SDRCC 22-0544 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	5 days (January 18, 2022 to January 23, 2022)	Appeal allowed	Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0545 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	5 days (January 18, 2022 to January 23, 2022)	Appeal allowed	Emir Crowne & Amanda Fowler (Athlete), Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0546 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	5 days (January 18, 2022 to January 23, 2022)	Appeal allowed	Adam Klevinas & Cristy Nurse (NSO)

* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 22-0547 Ordinary Division Mediation/Arbitration	Alpine Ski	Selection	Athlete	David Bennett	64 days (January 18, 2022 to March 23, 2022)	Consent/ Settlement	N/A
SDRCC 22-0548 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	4 days (January 19, 2022 to January 23, 2022)	Appeal denied	Emir Crowne & Amanda Fowler (Athlete), Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0549 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	4 days (January 19, 2022 to January 23, 2022)	Appeal allowed	Emir Crowne & Amanda Fowler (Athlete), Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0550 Ordinary Division Early RF	Boxing	Maltreatment	Athletes, employees & NSO	Julie Duranceau	97 days (January 19, 2022 to April 26, 2022)	Termination of mediation	Amanda Fowler (Athletes)
SDRCC 22-0551 Ordinary Division Arbitration	Bobsleigh	Selection	Athlete	Janie Soublière	2 days (January 21, 2022 to January 23, 2022)	Appeal denied	Emir Crowne & Amanda Fowler (Athlete), Arif Chowdhury & Desmond Mitic (NSO)
SDRCC 22-0552 Ordinary Division Early RF	Rowing	Selection	NSO & MSO	Hugh McCall	38 days (January 28, 2022 to March 7, 2022)	Termination of mediation	Adam Klevinas (NSO)
SDRCC 22-0553 Ordinary Division Early RF	Figure Skating	Maltreatment	Athlete & Coach	Larry Banack	15 days (February 2, 2022 to February 17, 2022)	Consent/ Settlement	N/A
SDRCC 22-0554 Ordinary Division Early RF	Archery	Maltreatment	Athlete, Coach & NSO	Cayley Jane Thomas	57 days (February 9, 2022 to April 7, 2022)	Termination of mediation	Jessica Vliegenthart (Athlete)
SDRCC 22-0555 Ordinary Division Early RF	Equine Sport	Governance	NSO & PSOs	Allan Stitt	(February 18, 2022)	In Progress	Michelle Kropp (NSO), Diane Krueger (PSOs)
SDRCC 22-0556 Ordinary Division Arbitration	Swimming	Maltreatment	Coach	Larry Banack	138 days (February 23, 2022 to July 11, 2022)	Jurisdiction denied	Clea Parfitt (Coach), Timothy Cullen (Athlete), Karin Pagé (NSO)
SDRCC 22-0557 Ordinary Division Early RF	Figure Skating	Maltreatment	Athlete & Coach	Michelle Simpson	14 days (February 24, 2022 to March 10, 2022)	Consent Settlement	Tugba Karademir (Athlete)
SDRCC 22-0558 Ordinary Division Arbitration	Snowboard	Selection	Athletes	David Bennett	9 days (March 9, 2022 to March 18, 2022)	Appeal denied	Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0559 Ordinary Division Arbitration	Rowing	Selection	NSO	Richard McLaren	83 days (March 11, 2022 to June 2, 2022)	Appeal denied	Adam Klevinas (NSO), David McCarthy (NSO)
SDRCC 22-0560 Ordinary Division Arbitration	Snowboard	Selection	Athletes	David Bennett	3 days (March 12, 2022 to March 15, 2022)	Consent/ Settlement	Adam Klevinas & Cristy Nurse (NSO)
SDRCC 22-0561 Ordinary Division Arbitration	Weightlifting	Selection	Coach	Patrice M. Brunet	(March 29, 2022)	Proceeding suspended	Michaël Bardagi & Camille Santerre (Coach), Sebastian Pyzik (NSO)

* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

Tribunal Statistics 2021–2022

SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2021 to March 31, 2022)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representatives
SDRCC DT 21-0325 Doping Tribunal Arbitration	Powerlifting	Athlete	Janie Soublière	110 days (October 6, 2021 to January 24, 2022)	Sanction: 4-Year Ineligibility	Marc-Olivier Brouillette (Athlete), Annie Bourgeois (CCES)
SDRCC DT 21-0326 Doping Tribunal Arbitration	Powerlifting	Athlete	N/A	32 days (October 4, 2021 to November 5, 2021)	Deemed waiver	Annie Bourgeois (CCES)
SDRCC DT 21-0327 Doping Tribunal Arbitration	Rugby	Athlete	Peter Lawless	149 days (December 6, 2021 to May 4, 2022)	Reduction in sanction: 6 months Ineligibility	Adam Klevinas (CCES), Hugh Meighen (Athlete)
SDRCC DT 21-0328 Doping Tribunal Arbitration	Soccer	Athlete	Janie Soublière	26 days (November 19, 2021 to December 15, 2021)	Results Management Agreement	Annie Bourgeois (CCES), Louis Mazurette (Athlete)
SDRCC DT 21-0329 Doping Tribunal Arbitration	Football	Athlete	Janie Soublière	(December 17, 2021)	In Progress	Elizabeth Cordonier & Alexandre Maltas (CCES), Maxime Raymond (Athlete)
SDRCC DT 21-0330 Doping Tribunal Arbitration	Football	Athlete	Janie Soublière	(December 17, 2021)	In Progress	Elizabeth Cordonier & Alexandre Maltas (CCES), Maxime Raymond (Athlete)
SDRCC DT 22-0331 Doping Tribunal Arbitration	Canoe-Kayak	Athlete		30 days (January 24, 2022 to February 23, 2022)	Deemed waiver	David Lech (CCES)
SDRCC DT 22-0332 Doping Tribunal Arbitration	Football	Athlete		20 days (February 17, 2022 to March 9, 2022)	Results Management Agreement	David Lech (CCES)
SDRCC DT 22-0333 Doping Tribunal Arbitration	Swimming	Athlete	L. Yves Fortier	(Notice of Charge received March 18, 2022)	In Progress	Adam Klevinas (CCES) James Bunting, Theodore Milosevic & Carlos Sayao (Athlete) Benoit Girardin (NSO)

INDEPENDENT AUDITOR'S REPORT

To the Directors of
Sport Dispute Resolution Centre of Canada

Opinion

We have audited the financial statements of **Sport Dispute Resolution Centre of Canada**, which comprise the statement of financial position as at March 31, 2022, and the statements of changes in net assets, revenues and expenditures and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2022, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information other than the Financial Statements and Auditor's Report thereon

Management is responsible for the other information. The other information comprises:

- ♦ The information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

AUDIT • FISCALITÉ • SERVICES-CONSEILS

Baker Tilly Montréal S.E.N.C.R.L. / LLP, qui exerce ses activités sous le nom de Baker Tilly Montréal est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.

INDEPENDENT AUDITOR'S REPORT (cont'd.)

The Annual Report is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- ◆ Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ◆ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- ◆ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



INDEPENDENT AUDITOR'S REPORT (cont'd.)

- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Baker Tilly Montréal S.E.N.C.R.L./LLP*¹

Montréal, Québec
July 22, 2022

¹CPA auditor, public accountancy permit No. A114616

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022

	2022	2021
ASSETS		
Current		
Cash (Note 4)	\$ 1,986,508	\$ 537,663
Accounts receivable (Note 5)	43,035	24,307
Prepaid expenses	<u>33,069</u>	<u>4,177</u>
	2,062,612	566,147
Capital assets (Note 6)	65,678	58,632
Prepaid expenses and deposit	<u>62,289</u>	<u>10,270</u>
	<u>\$ 2,190,579</u>	<u>\$ 635,049</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 658,280	\$ 129,933
Current portion of deferred contributions (Note 7)	1,069,976	160,997
Reimbursement of excess contribution, payable on demand and non-interest bearing (Note 9)	<u>191,905</u>	<u>143,963</u>
	1,920,161	434,893
Deferred contributions (Note 7)	<u>82,464</u>	<u>27,635</u>
	<u>2,002,625</u>	<u>462,528</u>
NET ASSETS		
Invested in capital assets	15,926	20,001
Unrestricted	<u>172,028</u>	<u>152,520</u>
	<u>187,954</u>	<u>172,521</u>
	<u>\$ 2,190,579</u>	<u>\$ 635,049</u>

APPROVED ON BEHALF OF THE BOARD:

Director

Director

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED MARCH 31, 2022

	2022		
	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>Total</u>
Balance, beginning of year	\$ 20,001	\$ 152,520	\$ 172,521
Excess (deficiency) of revenue over expenditures for the year	(25,545)	40,978	15,433
Investment in capital assets	32,591	(32,591)	-
Deferred contribution related to capital asset acquisitions	(32,591)	32,591	-
Deferred contribution recognized related to capital asset acquisitions	21,470	(21,470)	-
Balance, end of year	<u>\$ 15,926</u>	<u>\$ 172,028</u>	<u>\$ 187,954</u>
	2021		
	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>Total</u>
Balance, beginning of year	\$ 18,080	\$ 138,349	\$ 156,429
Excess (deficiency) of revenue over expenditures for the year	(20,959)	37,051	16,092
Investment in capital assets	6,320	(6,320)	-
Deferred contribution recognized related to capital asset acquisitions	16,560	(16,560)	-
Balance, end of year	<u>\$ 20,001</u>	<u>\$ 152,520</u>	<u>\$ 172,521</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF REVENUES AND EXPENDITURES
FOR THE YEAR ENDED MARCH 31, 2022

	2022	2021
Revenue		
Contribution (Note 8)	\$ 2,105,489	\$ 1,353,906
Reimbursement of excess contribution (Note 9)	<u>(13,115)</u>	<u>(143,963)</u>
	<u>2,092,374</u>	<u>1,209,943</u>
Expenditures		
Administration		
Office	89,819	89,470
General administration	13,782	15,554
Communications and promotion	1,415	3,139
Interest and bank charges	533	257
Amortization	<u>20,341</u>	<u>20,624</u>
	<u>125,890</u>	<u>129,044</u>
Governance		
Board meetings	15,981	3,929
Compliance	<u>28,293</u>	<u>33,387</u>
	<u>44,274</u>	<u>37,316</u>
Human resources		
Salaries and benefits	522,932	480,492
Training	2,618	2,246
Human resource management	<u>9,013</u>	<u>6,999</u>
	<u>534,563</u>	<u>489,737</u>
Official languages		
Translation for tribunal	44,872	20,186
General translation	5,321	10,145
Interpretation	1,236	1,236
Language training	<u>-</u>	<u>409</u>
	<u>51,429</u>	<u>31,976</u>
Operations		
Arbitrator and mediator fees	298,976	254,081
Case management	18,116	42,159
Training of arbitrators and mediators	40,134	17
Workshops	4,410	268
Outreach	38,669	537
Publications	<u>4,240</u>	<u>18,438</u>
	<u>404,545</u>	<u>315,500</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF REVENUES AND EXPENDITURES (cont'd.)
FOR THE YEAR ENDED MARCH 31, 2022

	2022	2021
Safe sport initiatives		
Administration	5,974	328
Human resources	194,808	50,000
Official languages	10,460	4,301
Operations	719,303	149,487
Amortization	5,204	335
	<u>935,749</u>	<u>204,451</u>
	<u>2,096,450</u>	<u>1,208,024</u>
(Deficiency) excess of revenue over expenditures before undernoted items	<u>(4,076)</u>	<u>1,919</u>
Independent		
Other revenues	33,881	33,749
Events	(7,197)	(17,769)
Tribunal services	(7,460)	(1,281)
Miscellaneous	285	(526)
	<u>19,509</u>	<u>14,173</u>
Excess of revenue over expenditures for the year (Note 9)	<u>\$ 15,433</u>	<u>\$ 16,092</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2022

	2022	2021
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ 15,433	\$ 16,092
Adjustment for		
Amortization of capital assets	<u>25,545</u>	<u>20,959</u>
	40,978	37,051
Net change in non-cash working capital items		
(Increase) decrease in accounts receivable	(18,728)	7,020
(Increase) decrease in prepaid expenses	(28,892)	80,115
Increase in accounts payable and accrued liabilities	528,347	28,799
Increase in deferred contributions	911,789	10,594
Increase in reimbursement of excess contribution	<u>47,942</u>	<u>143,963</u>
	1,481,436	307,542
Cash provided by operating activities		
Cash flows from investing activity		
Purchase of capital assets	<u>(32,591)</u>	<u>(6,320)</u>
Increase in cash	1,448,845	301,222
Cash, beginning of year	<u>537,663</u>	<u>236,441</u>
Cash, end of year	<u>\$ 1,986,508</u>	<u>\$ 537,663</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

1. Nature of operations

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (S.C. 2003, c.2) on March 19, 2003 as a not-for-profit corporation without share capital and without pecuniary gain to its members.

SDRCC may be designated under the following names:

In French - Centre de Règlement des Différends Sportifs du Canada

In English - Sport Dispute Resolution Centre of Canada

Mission of SDRCC

The mission of SDRCC is to provide the sport community with a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution.

2. Impact of COVID-19

On March 11, 2020, the World Health Organization categorized COVID-19 as a pandemic. The potential economic effects within the entity's environment and in the global markets, possible disruption in supply chains, and measures being introduced at various levels of government to curtail the spread of the virus (such as travel restrictions, closures of non-essential municipal and private operations, imposition of quarantines and social distancing) could have a material impact on the entity's operations. The extent of the impact of this outbreak and related containment measures on the entity's operations cannot be reliably estimated at this time.

As a result of the COVID-19 pandemic, the Government of Canada (Sport Canada) extended the period to incur eligible expenses from April 1, 2020 to September 30, 2021 for the contribution funding for the fiscal period ended March 31, 2021, as described in Note 8.

In addition, the Government of Canada (Sport Canada) has also extended the period to incur eligible expenses from April 1, 2021 to March 30, 2023 for the safe sport initiative contribution funding for the fiscal period ended March 31, 2022, up to a maximum of \$1,200,000, as described in Note 8.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

3. Significant accounting policies

The organization applies the Canadian accounting standards for not-for-profit organizations.

(a) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in income in the period in which they become known. Estimates are used when accounting for certain items such as accrued liabilities, allowance for doubtful accounts and the useful life of equipment.

(b) Revenue recognition

The organization follows the deferral method of accounting for contributions whereby restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. Restricted contributions are defined as contributions on which stipulations are imposed on how the resources must be used. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

(c) Capital assets

Capital assets are recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Office equipment	20%
Computer equipment	30%

Amortization of leasehold improvements is recorded over the term of the lease.

(d) Financial instruments

(i) Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, accounts receivable (net of sales taxes receivable) and deposits.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2022

3. Significant accounting policies (cont'd.)

(d) Financial instruments (cont'd.)

(ii) Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

4. Restricted cash

Included in cash are restricted funds of \$1,852,793 (2021 - \$393,813) pertaining to the Government of Canada (Sport Canada) funding which must be utilized on eligible expenses incurred during the year. The remaining balance is unrestricted cash which relates to independent revenue earned by the organization to be utilized at their discretion.

5. Accounts receivable

	<u>2022</u>	<u>2021</u>
Accounts receivable	\$ 1,455	\$ 1,618
Sales taxes receivable	<u>41,580</u>	<u>22,689</u>
	<u>\$ 43,035</u>	<u>\$ 24,307</u>

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2022

6. **Capital assets**

	<u>2022</u>		<u>2021</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 50,255	\$ 48,259	\$ 1,996	\$ 2,495
Computer equipment	91,042	54,995	36,047	11,921
Leasehold improvements	<u>82,905</u>	<u>55,270</u>	<u>27,635</u>	<u>44,216</u>
	<u>\$ 224,202</u>	<u>\$ 158,524</u>	<u>\$ 65,678</u>	<u>\$ 58,632</u>

7. **Deferred contributions**

	<u>2022</u>	<u>2021</u>
Reference level		
Deferred contribution related to capital asset acquisitions	\$ 23,494	\$ 38,632
Deferred contribution related to future expenditures	<u>-</u>	<u>50,000</u>
	<u>23,494</u>	<u>88,632</u>
Safe sport initiatives		
Deferred contribution related to capital asset acquisitions	26,259	100,000
Deferred contribution related to future expenditures	<u>1,102,687</u>	<u>-</u>
	<u>1,128,946</u>	<u>100,000</u>
	<u>\$ 1,152,440</u>	<u>\$ 188,632</u>

Included in the \$1,152,440 (2021 - \$188,632) is a current portion of \$1,069,976 (2021 - \$160,997) and a long-term portion of \$82,464 (2021 - \$27,635).

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2022

8. Government contributions

During the year, the organization received financial assistance from the Government of Canada (Sport Canada), which has been recorded as contribution revenue.

For the contribution funding received during the year-ended March 31, 2021, the organization had obtained an amended agreement with the Government of Canada (Sport Canada) to extend the period during which goods and services rendered are considered as eligible expenses from April 1, 2020 to September 30, 2021. During the period of April 1, 2021 and September 30, 2021, an amount of \$115,173 of eligible expenses were incurred.

In addition, the Government of Canada (Sport Canada) has also extended the period to incur eligible expenses from April 1, 2021 to September 30, 2023 for the safe sport initiative contribution funding for the fiscal period ended March 31, 2022, up to a maximum of \$1,200,000. As at year-end, an amount of \$1,020,944 was deferred.

The government contributions was recorded as follows:

	<u>2022</u>	<u>2021</u>
Reference level		
Contributions received	\$ 1,140,000	\$ 1,140,000
Contributions deferred	(1,697)	(50,000)
Deferred contributions recognized	<u>32,008</u>	<u>26,308</u>
	<u>1,170,311</u>	<u>1,116,308</u>
Safe sport initiatives		
Contributions received	1,964,125	224,500
Contributions deferred	(1,133,581)	(100,000)
Deferred contributions recognized	<u>104,634</u>	<u>113,098</u>
	<u>935,178</u>	<u>237,598</u>
	<u>\$ 2,105,489</u>	<u>\$ 1,353,906</u>

The organization is economically dependent on government funding for its financial operations.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2022

9. Reimbursement of excess contribution

The reimbursement of the excess contribution is calculated as follows:

	<u>2022</u>	<u>2021</u>
Excess of revenue over expenditures for the year	\$ 15,433	\$ 16,092
Reimbursement of excess contribution	<u>13,115</u>	<u>143,963</u>
Revenue before adjustment for contribution	<u>28,548</u>	160,055
Other revenue (net of expenses)	(19,509)	(14,173)
Amortization	25,545	20,959
Capital asset acquisitions for the year	(32,591)	(6,320)
Deferred contributions related expenditures	147,764	122,848
Deferred contributions recognized	<u>(136,642)</u>	<u>(139,406)</u>
	<u>(15,433)</u>	<u>(16,092)</u>
	<u>\$ 13,115</u>	<u>\$ 143,963</u>

The excess contribution payable as at fiscal year-end is as follows:

	<u>2022</u>	<u>2021</u>
Reference level		
Excess contribution payable for 2021 fiscal year	\$ 112,716	\$ 112,716
Excess contribution payable for 2022 fiscal year	13,115	-
Excess 2021 deferred contribution not used	<u>34,827</u>	<u>-</u>
	160,658	112,716
Safe sport initiatives		
Excess contribution payable for 2021 fiscal year	<u>31,247</u>	<u>31,247</u>
	<u>\$ 191,905</u>	<u>\$ 143,963</u>

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2022

10. Contingencies

The organization along with 18 other individuals and organizations have been named as defendants in a legal claim by an individual. The claim alleges that the defendants were in breach in their duty of care of the plaintiff with damages to be determined at a later date. The organization has hired legal counsel to address this claim. It is the opinion of the organization's management that the likelihood of a loss is unlikely.

In addition, the organization and its directors have received a demand letter from the legal counsel of an individual who claims that the organization has failed to comply with language laws by providing a list of arbitrators to the public that allegedly did not have the language competencies required by the law. The individual is seeking damages up to \$125,000. The organization has hired legal counsel to respond to the demand. It is the opinion of the organization's management that the likelihood of a loss is unlikely.

11. Commitments

The organization has an operating lease for its premises expiring on November 30, 2023. The minimum annual lease payments are as follows:

2023	\$	79,315
2024		<u>52,876</u>
	\$	<u>132,191</u>

12. Financial instruments

Liquidity risk

Liquidity risk is the risk the company may not be able to meet its obligations. The organization has a comprehensive plan in place to meet their obligations as they come due which is primarily from cash flow from government funding.

13. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year excess of revenue over expenditures.



Board of Directors

The Board is appointed by the Minister responsible for sport. It reflects regional and cultural diversity, and is representative of the Canadian sport system. The Board must include a minimum of three athletes, a coach, a representative of a National Sport Organization and a representative of a Major Games Organization. Collectively, they demonstrate significant knowledge of the Canadian sport system, the nature of disputes that may arise, and expertise in alternate dispute resolution and the maintenance of an alternate dispute resolution system.

Board of Directors and Committee Membership (*as of March 31, 2022*)

Brad Kielmann (Surrey, BC)
Chairperson of the Board of Directors
Chairperson, Executive Committee
Chairperson, Sport Integrity Committee
(The Chairperson is an ex officio member of all committees except the Audit & Finance Committee)

Aaron Bruce (Ottawa, ON)
Chairperson, Audit & Finance Committee
Executive Committee

Katie Damphouse (Waterloo, ON)
ADR Services Committee
Complaints Committee

Kevin Kelly (Calgary, AB)
Chairperson, Complaints Committee
ADR Services Committee

Nick Lenehan (Halifax, NS)
ADR Services Committee
Complaints Committee

Lanni Marchant (London, ON)
Chairperson, Athlete Advocacy Committee
Complaints Committee
Sport Integrity Committee

Alice Strachan (Georgetown, ON)
Complaints Committee
Sport Integrity Committee

Marie-Claude Asselin (Saint-Hubert, QC)
Chief Executive Officer
(The CEO is an ex officio member of the Board and all committees)

Pierre Chabot (Lorraine, QC)
ADR Services Committee
Audit & Finance Committee
Executive Committee

Alex Harvey (Saint-Ferréol-les-Neiges, QC)
ADR Services Committee
Executive Committee

Heather Kemkaran-Antymnuik (Winnipeg, MB)
Audit & Finance Committee
Sport Integrity Committee

Sandrine Mainville (Montréal, QC)
Chairperson, ADR Services Committee
Complaints Committee
Sport Integrity Committee

Dorianne Mullin (Dartmouth, NS)
Audit & Finance Committee
Executive Committee

The Centre also wishes to thank Cynthia Appiah, Angeline Bellehumeur, Stephanie Dixon, Priscilla Gagné, Rosalind Groenewoud, Jarod Manuel, Erin Willson and Quinn for serving as members of the Athlete Advocacy Committee during the 2021–2022 fiscal year.

Board Members' biographies are available on the Centre's website: www.crdsc-sdrcc.ca



Staff

At the time of publication, the Centre has 15 staff members, including the Chief Executive Officer, **Marie-Claude Asselin**:

Tanya Gates,
Director of Operations

Alexandra Lojen,
Case Manager *(on parental leave at the time of publication)*

Kirsten Whelan,
Sport Integrity Program Manager

Fifi Manesa,
Administrative Assistant

Liddia Touch Kol,
Resource Centre Manager

Nikolas Martin,
Support and Wellness Coordinator *(since October 26, 2021)*

Rick Hunger,
Senior Director *(since January 17, 2022)*

Jérôme Fontaine-Benedetti,
Assistant Case Manager *(since February 7, 2022)*

Michael Vamelkin,
IT Technician *(since February 14, 2022)*

Claudine Lanouette,
Director of Finance *(since April 4, 2022)*

Maude Trevisan,
Assistant Case Manager *(since April 25, 2022)*

Kevin Farrell,
Education and Policy Support Coordinator *(since April 25, 2022)*

Sarah-Ève Pelletier,
Sport Integrity Commissioner *(since May 2, 2022)*

Sarah Atkinson,
Director of Investigations *(contractual, since May 13, 2022)*

Accounting Services:
The Regroupement Loisir et Sport du Québec (RLSQ) provides accounting services to the Centre.

Auditor:
The firm Baker Tilly Canada, Chartered Professional Accountants, was appointed by the Board of Directors as the independent auditor for the 2021-2022 Period.

Members of the Investigation Unit by Province *(as of March 31, 2022)*

Alberta
Steven K. Young

British Columbia
Paul Denis Godin
Kyra Hudson
Lisa Southern

Manitoba
Sherri Walsh

Northwest Territories
Cayley Jane Thomas

Ontario
Bruce Ally
John Curtis
Nick Duley
Sharona Freudmann
Ashley Lattal
Lise McLean
Sheri Miesmer
Mireille Mortimer
Michael Smith
Jennifer White

Prince Edward Island
Pamela Large Moran

Quebec
Joanne Brodeur
Julie Duranceau
Magalie Poulin
Danièle Sauvageau



Arbitrators and Mediators by Province (Appointed until April 30, 2024)

Alberta

Brian Conway (Arbitrator)
Julie Hopkins (Arbitrator)
Sue Lambert (Mediator)
Kathryn Oviatt (Arbitrator)
Michelle Simpson (Mediator)
John Harrison Welbourn (Arbitrator)

British Columbia

Paul Denis Godin (Mediator)
Peter Lawless (Arbitrator)
Hugh McCall (Mediator/Arbitrator)
JJ McIntyre (Arbitrator)
Carol Roberts (Mediator/Arbitrator)
Sylvia Skratek (Mediator/Arbitrator)
Harveen Thauli (Mediator/Arbitrator)
Robert Wickett (Arbitrator)

Manitoba

Jeffrey Palamar (Arbitrator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator/Arbitrator)

Nova Scotia

David Merrigan (Arbitrator)

Ontario

Bruce Ally (Mediator)
The Honourable Robert P. Armstrong
(Arbitrator)
Larry Banack (Mediator/ Arbitrator)
David Bennett (Mediator/Arbitrator)
Roger Bilodeau (Arbitrator)
Sharman Bondy (Mediator/Arbitrator)
Andrea Carska-Sheppard (Arbitrator)
Kimberly Cork (Mediator)

John Curtis (Mediator)
Jonathan Fidler (Mediator/ Arbitrator)
Marvin Huberman (Arbitrator)
Janice Johnston (Mediator/ Arbitrator)
Richard H. McLaren (Arbitrator)
James Minns (Mediator/ Arbitrator)
Robert Néron (Arbitrator)
Aaron Ogletree (Mediator/ Arbitrator)
Gordon E. Peterson (Mediator/
Arbitrator)
Stephen Raymond (Mediator/
Arbitrator)
Nadini Sankar-Peralta (Mediator/
Arbitrator)
Christine Schmidt (Mediator/ Arbitrator)
Laurie Sherry-Kirk (Mediator)
Anne Sone (Mediator)
Allan Stitt (Mediator/Arbitrator)
Matthew Wilson (Mediator/Arbitrator)

Quebec

Marie-Claire Belleau (Mediator)
Patrice M. Brunet (Arbitrator)
Sarah Daitch (Mediator)
Stephen L. Drymer (Mediator/Arbitrator)
Paul Fauteux (Mediator)
L. Yves Fortier (Mediator/Arbitrator)
Clarisse N'Kaa Batera (Mediator)
Éric Ouellet (Mediator/Arbitrator)
Richard W. Pound (Arbitrator)
Janie Soublière (Arbitrator)
Patrick Zakaria (Mediator)

Saskatchewan

Tim Nickel (Mediator)
Charmaine Panko (Mediator/Arbitrator)

Women in Arbitration Mentorship Program Participants:

Marie-Claire Belleau (Quebec)
Kim Bodnarchuk (Saskatchewan)
Robin Dodokin (Ontario)
Dana Hirsh (Ontario)
Kasia Kieloch (Manitoba)
Rekha Lakra (Ontario)
Laurence Marquis (Quebec)
Clarisse N'Kaa Batera (Quebec)
Tiffany Paulsen (Saskatchewan)
Liz Roberts (Ontario)
Ambrosia Varaschin (Saskatchewan)

**INTEGRITY
FAIRNESS
EXCELLENCE**





Sport Dispute Resolution Centre of Canada

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