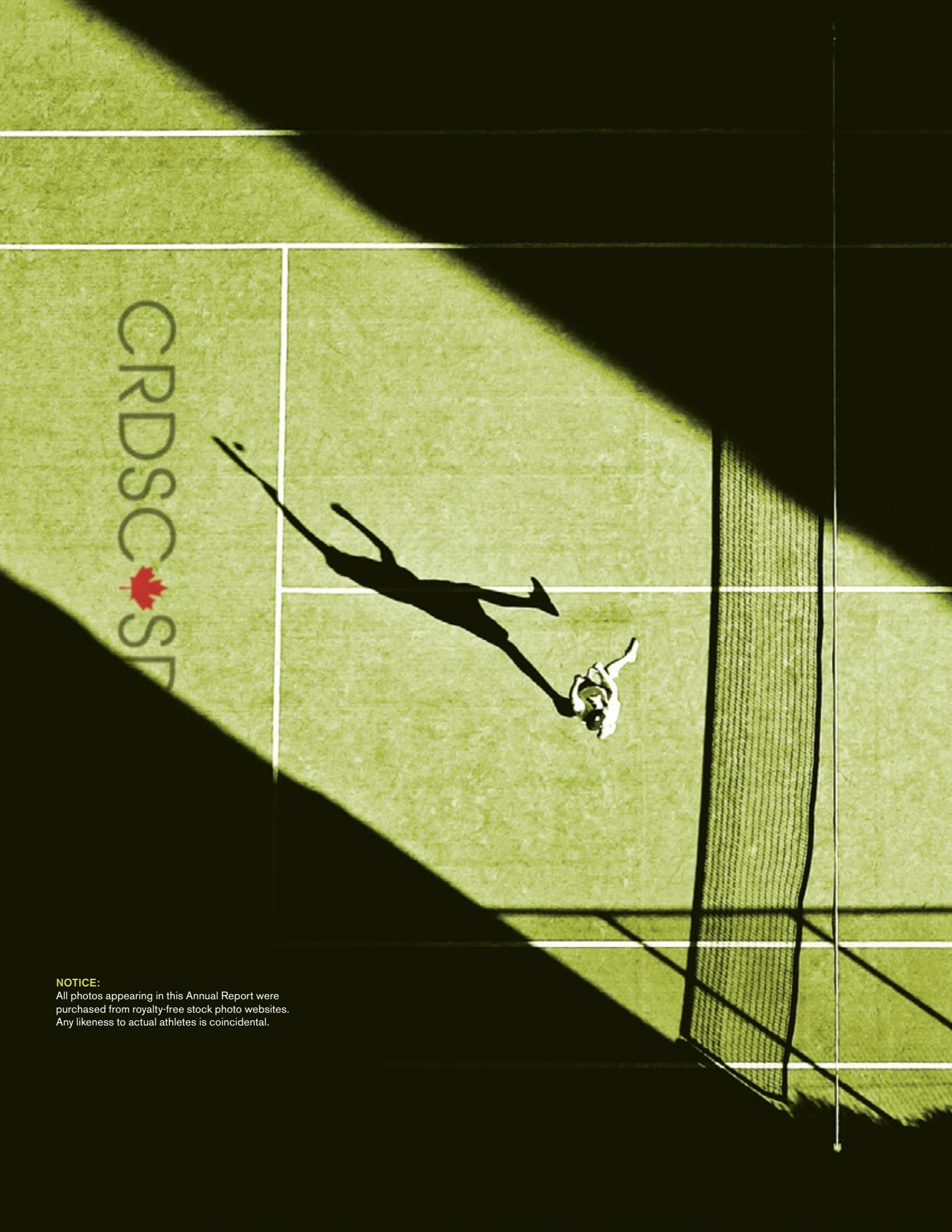




SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**REPORT ON THE OPERATIONS
OF THE SDRCC 2012-2013**

From the Chairperson of the SDRCC, Carla Qualtrough
July 12, 2013



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NOTICE:

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About the SDRCC

The Sport Dispute Resolution Centre of Canada (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 SDRCC (the "Board") is composed of voluntary members and has the mandate to direct the SDRCC and oversee its activities. The members of the Board are appointed by the Minister of State (Sport).

This report reviews the operations and assesses the results of the activities of the SDRCC for the period from April 1, 2012 to March 31, 2013 (the "Period").

MISSION

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 FOR 2012–2016

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

ORGANIZATION HISTORY AND PROFILE

The SDRCC 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 SDRCC, the ADRsportRED Program was launched in January 2002 to offer dispute resolution services to the sport community at the national level.

When the *Act to Promote Physical Activity and Sport* received Royal Assent in March 2003, the SDRCC was official 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 SDRCC officially began its operations in April 2004 and it assumed responsibility for hearing all doping cases in Canada starting in June 2004.

Today the SDRCC has five full-time staff members and a roster of 43 professional arbitrators and mediators who report to the twelve-member Board. On average, the SDRCC handles 45 cases per year, approximately half of which are doping cases. In addition to the activities of the Tribunal, the SDRCC Dispute Prevention Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the occurrence or severity of sports-related disputes.



Message from the Chairperson of the Board

The 2012–2013 fiscal year was an active one for the SDRCC in providing world-class dispute resolution services to the Canadian sport community. We have continued to focus our efforts and resources on both dispute prevention and resolution. This included developing and sharing with our partners new education resources and publications.

Thanks to the hard work of the SDRCC Board and staff, our organization continues to be recognized as a leader in sport dispute resolution. We are proud to serve Canadian athletes, coaches, officials, and sport organizations. As my term as Chairperson of the Board comes to an end, I would personally like to thank all of the Board members for their leadership, dedication and knowledge and welcome the new members of the Board who will begin their mandates in July. I would also like to thank our Executive Director and her team for their continued unwavering commitment to making the SDRCC a high performing organization. They manage to balance professionalism with support as they navigate parties through our system, and are truly committed to the principles of fairness and due process.

We proudly submit this summary of our activities to our partners, supporters and the sport system.

Carla Qualtrough

Chairperson of the SDRCC Board of Directors

Message from the Chief Executive Officer

From an operational perspective the SDRCC had a very productive 2012–2013 fiscal year with important improvements to its governance and several new initiatives in the area of education and prevention.

Following a complete risk assessment exercise, the SDRCC Board of Directors adopted a policy to implement a new enterprise risk management system. A comprehensive evaluation strategy was also implemented to align programs to strategic priorities and facilitate reporting on SDRCC operations for the purpose of funding accountability.

In the Resource Centre, the focus was on technology with the development of a new online interactive orientation program intended for volunteer appeal panel members, as well as the launch of an online tool to search the index of the SDRCC Resource Library. The SDRCC has joined the ranks of sport organizations that leverage social media, to increase its visibility within sport and alternative dispute resolution communities.

The tribunal handled a total of 49 cases during the Period. Ten (10) cases related to team selection for the London 2012 Olympic and Paralympic Games, of which four (4) were resolved in three (3) days or less.

I wish to acknowledge most particularly the generous contribution that Sport Canada has made to the SDRCC. This continued support enables us to provide professional and innovative sport dispute prevention and resolution services to even more members of the Canadian sport community each year.

Marie-Claude Asselin

Executive Director and Chief Executive Officer



Highlights from 2012–2013

Achieving Our Objectives:

OBJECTIVE 1: CONTINUING TO OFFER THE HIGHEST LEVEL OF ADR EXPERTISE THROUGH INNOVATIVE AND PROFESSIONAL DELIVERY OF SERVICES AND RESOURCES

1.1 Monitor the use of the Case Management Portal and identify areas of possible improvements to further enhance its efficiency

The Case Management Portal (CMP) continues to be a valuable tool in supporting the case management process. It has generated interest among members of the ADR community as groundbreaking technology. Its use has been monitored since its official launch in September 2011. In January 2013, a survey of frequent or recent users of the CMP returned positive feedback on user-friendliness and provided information on patterns of use. Among respondents 82% had reduced the amount of printing related to their cases; 54% were usually logged into the CMP during proceedings; 100% were comfortable with the security features of the CMP; and 21% accessed the CMP through a mobile device or tablet.

Discussions with the software developers will lead to improvements in the coming year that will have a significant impact for the portal administrators, will make the CMP even more user-friendly and will enable the consideration of third-party use.

1.2 Evaluate the benefits of the newly implemented Observer Program and investigate other meaningful professional development initiatives for SDRCC staff and roster members

The Observer Program offers professional development opportunities to SDRCC roster members, allowing them to observe proceedings conducted by their peers. The program requires that all parties give their express consent before their proceedings can be observed. The uptake by roster members in 2011–2012 was lower than anticipated, due, in large part to scheduling challenges for short term proceedings. During the Period, a new assignment scheme was tested successfully, enabling 13 tribunal events to be observed.

SDRCC staff individually pursued professional development activities in such areas as time management, communication, database development, principles in adult learning and French and English language courses. In addition, an education session on arbitration was conducted in March 2013 for all staff members.

SDRCC Board members were invited to attend the Sport Leadership Conference in November 2012 as a form of professional development. A new Board of Directors Handbook was also developed which contains useful governance resources, outlining roles, responsibilities and relevant SDRCC policies, as well as providing a tool for Board self-evaluation.

1.3 Begin the development of an annotated version of the Canadian Sport Dispute Resolution Code

SDRCC representatives have been in discussions with potential partners and collaborators in Canadian academic institutions for the writing and publishing of the Canadian Sport Dispute Resolution Code with annotations. The initiative has been well received and further negotiations will be required in the next fiscal year to formalize the parameters of the project, including considerations with regards to publishing options.

OBJECTIVE 2: DEVELOPING NEW CONTENT AND TOOLS TO FURTHER INFORM AND EDUCATE MEMBERS OF THE CANADIAN SPORT COMMUNITY ABOUT DISPUTE RESOLUTION AND EFFECTIVE RISK-REDUCTION STRATEGIES

2.1 Promote best practices by developing new content for the website's governance portal and new resources for athletes for enhanced dispute prevention

In collaboration with AthletesCAN, a new brochure on athletes rights and responsibilities was produced and distributed during the Period. This bilingual brochure provides athletes with key information to help prevent disputes and tips to assist them in the event they become involved in a dispute.



In addition to the information contained in the brochure, the document also contains barcode links to useful resources for all athletes, such as AthletesCAN, Sport Canada, CCES and the SDRCC. A special edition of this publication was produced for distribution to all athletes participating in the 2013 Canada Games in Sherbrooke.

New content was elaborated to assist volunteer administrators and executive personnel in the sport community to recognize situations where conflicts of interest can occur during a decision-making process. Currently in its final stages of development, this document proposes a pathway to determine when it is appropriate for a decision maker to withdraw from the process. Final approvals are expected to be completed in the next fiscal year.

The SDRCC Newsletter, "In the Neutral Zone" is published three times per year and continues to be a valuable source of information for sport administrators and other members of the sport community. During the Period, it featured themes addressing board orientation and governance, the Court of Arbitration for Sport operations at the London 2012 Olympics, the prevention of carding appeals for program administrators, the resolution facilitation process, and the SDRCC *Pro Bono* program.

2.2 Pursue the development of an online orientation and training program for sport organizations' internal appeal panel members

An online interactive orientation program was developed to provide free, simple, general orientation to members of the sport community serving as volunteers on internal appeal panels. The program features five short thematic units covering topics such as fairness in decision making, case management, the hearing, the decision, and the human factor. Each unit is approximately six (6) to eight (8) minutes in length and features interactive navigation, scenarios inspired from real cases, as well as a toolbox of resource and references on related topics.

This program is not intended to be comprehensive and it does not pretend to be a skills development tool; it is expected to constitute an excellent starting point to help individuals with limited knowledge in the appeal process to

identify the areas in which they may require more information and it refers them to additional resources that may assist them in their preparation to conduct an appeal process.

2.3 Ensure the presence of SDRCC at relevant sport gatherings and events to provide educational resources on dispute prevention and resolution to more members of the sport community

SDRCC staff maintained a strong presence in the Canadian sport community this year by attending key national partner events such as the AthletesCAN Forum, the Sport Leadership Conference, Sport Officials Canada and the CS4L Summit, displaying its kiosk and interacting with participants to increase their awareness of SDRCC services and to disseminate its prevention and resolution materials.

During the Period, the SDRCC also participated in the training of the AthletesCAN's Sport Solution managers by delivering a three-hour information session on the SDRCC tribunal services and education programs.

The SDRCC expanded its reach among national team athletes by speaking at one of the Athlete's Edge Series of the Canadian Sport Institute Ontario as well as at the Forum Équipe Quebec. Both events proved excellent opportunities to raise awareness of athletes about their rights and responsibilities for dispute prevention in the sport system.

2.4 Increase access to and promote the use of quality dispute prevention and resolution publications available on SDRCC's resource library

The SDRCC possesses an impressive collection of books and periodicals specialized in sport management, management of not-for-profit organizations, sport law and alternative dispute resolution. In order to increase access to this rich source of information for sport administrators, students, professors, lawyers or any member of the Canadian sport community, a new tool was developed to make the library index searchable online. A key feature of this tool is the ability for the user to link to over 25 university libraries across the country with entries matching the SDRCC library documents, thereby eliminating geographical restrictions to on-site consultation at the SDRCC's office.



OBJECTIVE 3: ENHANCING INTERACTION WITH THE SPORT COMMUNITY TO BROADEN THE SCOPE OF INFLUENCE AND INCREASE THE IMPACT OF DISPUTE PREVENTION AND RESOLUTION EFFORTS

3.1 Reinforce existing partnerships to maximize impact of respective resources

In its effort to continue to collaborate with key partners in the sport community, the SDRCC initiated meetings with representatives of several MSOs during the Period. In addition to ongoing collaboration with AthletesCAN and the Canada Games Council, the SDRCC was proactive in creating opportunities to collaborate with the Coaching Association of Canada with regards to the 2014 Sport Leadership conference program. The SDRCC also took advantage of the respective networks of AthletesCAN and of the Canadian Association for the Advancement of Women in Sport to promote opportunities for more athletes and more women to seek appointment by the Minister of State (Sport) to its Board of Directors.

3.2 Build new partnerships at all levels of the Canadian sport system to ensure that key educational messages reach a wider audience

The SDRCC reached out to provincial sport governing bodies of all Territories and Provinces as well as to all MSOs newly funded by Sport Canada during the Period, by sending them a set of printed leaflets and educational materials to increase their awareness about SDRCC services and resources. In response, three Provinces requested additional copies for distribution among their members.

The SDRCC was invited to make a presentation to provincial and territorial government representatives on the Sport, Physical Activity and Recreation Committee to open dialogue with respect to collaboration opportunities in dispute prevention and resolution at the provincial level.

Discussions were also initiated with representatives of the Canadian Sport Institutes / Centres in order to formalize the provision by SDRCC of dispute prevention educational materials and workshops especially tailored for athletes' needs.

A year-round internship program was piloted in collaboration with Brock University (Sport Management), Université de Sherbrooke (Law) and University of British Columbia (Kinesiology). Students from those institutions experienced a 12-week internship at the SDRCC which fulfilled academic requirements of their coop program. A formal evaluation of the pilot program will assist in determining whether the internship program will be fully implemented.

The SDRCC website continues to feature innovative technology that improves access to its dispute prevention and resolution resources for Canadians with visual impairment, low literacy skills or learning disability.

3.3 Develop a long term international strategy to promote SDRCC's leadership and values abroad and share relevant expertise in sport ADR

The SDRCC International Committee established a strategy to increase its profile internationally and share knowledge and best practices. A partnership with the LawAccord Convention held in Quebec in May 2012 enabled Canadians to obtain a rebate on registration at the event, and gave significant exposure to the SDRCC to international delegates through the publication of an article in the SportAccord Daily newsletter and through distribution of SDRCC printed materials. The event provided networking opportunities along with meetings with representatives of the Court of Arbitration for Sport and of the Commonwealth Games Federation to discuss ideas for international collaboration initiatives.

During the Period, the SDRCC established contacts with Toronto 2015 regarding the possibility to offer dispute resolution services at the 2015 Pan American and Para Pan American Games in the form of an *ad hoc* division, similar to the program established at Olympic Games and Commonwealth Games by the Court of Arbitration for Sport.

Upon request by the International Rugby Board (IRB), a demonstration of the SDRCC Case Management Portal (CMP) was made to its representatives who were interested in seeing first-hand how the technology might assist them in the management of their own appeal processes.



**OBJECTIVE 4: DEVELOP AND IMPLEMENT
TRANSPARENT AND RESPONSIBLE MANAGE-
MENT AND GOVERNANCE POLICIES**

**4.1 Develop a new risk management system and
fully implement the evaluation strategy**

A thorough risk assessment process was conducted in 2012–13 under the guidance of expert consultants in the field. The purpose was to ensure a continuous, deliberate and coordinated approach to the assessment and control of risks in the pursuit of the SDRCC’s strategic objectives, business plan and mission. A Risk Management Policy was adopted by the Board of Directors to define the SDRCC’s self-imposed risk management requirements and provide a framework for its implementation and monitoring.

The Results-Based Management and Accountability Framework (RMAF) action plan was fully implemented during the Period. Performance targets and achieved initiatives for 2012–2013 were identified for each of the SDRCC’s global objectives, and they were supported by program statistics and survey results. Additional objectives identified by Sport Canada as part of its Sport Funding and Accountability Framework were added to the action plan to ensure that operational initiatives and strategic objectives are aligned and are meeting expectations.

**4.2 Continue to apply environmentally-friendly practices
in all aspects of SDRCC operations**

The SDRCC continued to conduct business in a manner that is respectful of the environment. The tribunal operations are now almost completely paperless, with the exception of doping cases where some documents must still be transmitted by process server. The Case Management Portal (CMP) reduced the need for print materials by providing parties and panel members with online access to their respective SDRCC case files at anytime from anywhere, including all case-related materials and an interactive calendar.

The use of web-based videoconferencing for tribunal operations was introduced during the Period, enabling witness testimony in two proceedings without the need for travel, thereby increasing efficiency and accessibility and reducing the SDRCC carbon footprint. Based on the success of this experience, it is expected that videoconferencing will be used more frequently in future SDRCC proceedings.

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

The 2011–2012 SDRCC Annual Report was delivered to the Minister of State (Sport) in July 2012 and the SDRCC Annual Public meeting was held in Ottawa on September 18, 2012.

At the request of Sport Canada, the SDRCC staff managed the nomination process for new members of the Board of Directors to replace those with mandates ending in the 2013–2014 fiscal year. Applications were sent to the Minister of State (Sport) to name five (5) new directors to begin mandates in July 2013.

A contracted bookkeeper provided accounting services for the SDRCC during the Period. Collins Barrow LLP, Chartered Accountants, audited the accounts and financial transactions of the SDRCC and submitted its written report to the Audit and Finance Committee of the SDRCC on June 19, 2013. The Auditor’s Report was approved by the Board of Directors of the SDRCC on July 12, 2013. The Auditor’s Report, presented on page 14 of this report, states that the policies of the SDRCC are in accordance with Canadian accounting standards for not-for-profit organizations and that the SDRCC is considered economically dependent upon government funding for its financial operations.



Sport Canada's contribution to the SDRCC for the Period was **\$1,000,000**. Before the year-end, the SDRCC returned to Sport Canada a projected surplus of **\$19,778**. The approved financial statements show that related expenses amounted to a total of **\$972,738**, broken down as follows:

- **\$223,718** for administration, including office, governance, and communication;
- **\$37,944** for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- **\$319,571** for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- **\$391,505** for human resources, including professional services as well as salaries and benefits for the SDRCC staff.

While the cost of the tribunal activities was \$37,889 over the amount budgeted, strict financial monitoring and cost-controls in other areas of operations were implemented by the SDRCC management in the latter part of the fiscal year in order to avoid deficit. Accordingly, an excess of revenues over expenses of **\$11,329** for the Period was recorded and will be returned to Sport Canada.

The SDRCC also generated \$7,300 in independent revenues for the Period.

As required by Section 32 of the Act, the SDRCC corporate plan for the 2013–2014 fiscal year was submitted to the Minister of State (Sport) on March 1, 2013. The plan indicated that the SDRCC would: i) continue to provide professional, client-oriented and uncomplicated sport dispute prevention and resolution services; (ii) provide innovative education programs to strengthen the capacity of decision-makers and participants in the Canadian sport system to develop and implement sound policies to reduce the risk of disputes; (iii) strengthen existing partnerships and create new ones to share expertise, best practices and maximize the impact of shared resources; (iv) promote SDRCC prevention, education, and resolution services to all levels of sport in Canada (v) increase the profile of SDRCC internationally; and (vi) practice transparent and responsible management and governance. The corporate plan presented a budget that included expenditures of \$1,000,000. The projected expenditures include: \$160,000 for administration, \$35,000 for official languages, \$296,500 for operations, and \$508,500 for human resources.

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



2012–2013 DISPUTE RESOLUTION SECRETARIAT ACTIVITIES

A total of 49 cases were filed before the SDRCC during the Period.

The Ordinary Tribunal received 30 new requests dealing with issues such as team selection, athlete carding, discipline, governance matters. A third of these cases were related to team selection for the London 2012 Olympic Games and Paralympic Games and four (4) of them were resolved in three (3) days or less.

Ten (10) cases were resolved by consent of the parties and 16 cases were decided by an arbitral award, while three (3) requests were withdrawn by the claimants or terminated by parties before they were resolved. The average delay for an arbitral award to be rendered was 29 days; the average duration of cases resolved by settlement agreement was 27 days.

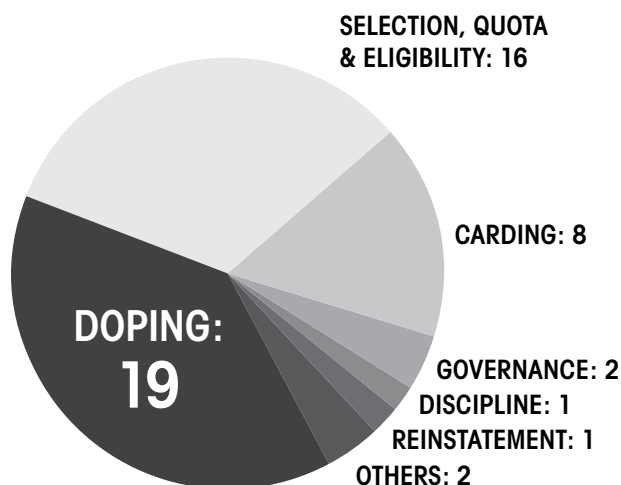
In the Doping Tribunal, 19 new doping violation assertions were filed, eight (8) of which were determined by an arbitral decision. The other 11 cases were resolved by the athletes waiving their right to a hearing and accepting the sanction proposed by the Canadian Centre for Ethics in Sport. The average time for resolution of doping cases was 47 days.

The new cases originated from 21 different sports; five (5) sports were involved in four (4) or more cases during the Period. All sports-related disputes submitted to the SDRCC during the Period were managed in a fair and efficient manner and according to the highest standards of arbitration and mediation practice.

Parties to SDRCC proceedings benefitted from access to free legal advice and services through the SDRCC *Pro Bono* program. Partial statistics obtained by the SDRCC show that, during the Period, legal representatives from the SDRCC *Pro Bono* list were contacted or assisted in at least 21 cases and saved parties over an estimated \$101,500 in legal fees.

TYPE OF DISPUTE

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



DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Athletics	5
Bobsleigh	5
Canoe-Kayak	5
Football	4
Taekwondo	4
Cycling	3
Lacrosse	3
Judo	2
Karate	2
Rugby	2
Swimming	2
Weightlifting	2
Wrestling	2

Sports from which only one dispute was submitted were: Boxing, Freestyle Ski, Gymnastics, Snowboard, Soccer, Speed Skating, Triathlon, and Volleyball.

2012–2013 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2012 to March 31, 2013)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding	Solution	Legal Representative
SDRCC 12-0168 Ordinary Division Arbitration	Weightlifting	Selection	Athlete	L. Yves Fortier	3 days (April 4 to April 7, 2012)	Appeal denied	Audrey Préfontaine (Athlete)
SDRCC 12-0169 Ordinary Division Mediation	Athletics	Other	PSO	Gordon E. Peterson	73 days (April 27 to July 9, 2012)	Consent/Settlement	
SDRCC 12-0170 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	John Harrison Welbourn	44 days (April 23 to June 6, 2012)	Appeal denied	
SDRCC 12-0171 Ordinary Division Med/Arb	Karate	Eligibility	Officials	Stephen L. Drymer	52 days (May 1 to June 22, 2012)	Consent/Settlement	Louise R. Guerrette (Officials) Michaël Bardagi (NSO)
SDRCC 12-0172 Ordinary Division Mediation	Speed Skating	Other	Athletes	Stephen L. Drymer	3 days (May 4 to May 7, 2012)	Consent/Settlement	Peter Lawless (NSO)
SDRCC 12-0173 Ordinary Division Arbitration	Beach Volleyball	Carding	NSO	Richard W. Pound	30 days (May 14 to June 13, 2012)	Consent award after hearing	Leanne E. Standryk (NSO) Brian Ward (Affected Party)
SDRCC 12-0174 Ordinary Division Arbitration	Gymnastics	Selection	Athlete		16 days (May 21 to June 6, 2012)	Request withdrawn	Morgan Martin (Affected Party)
SDRCC 12-0175 Ordinary Division Arbitration	Taekwondo	Governance	PSO	Richard. W. Pound	134 days (June 5 to October 17, 2012)	Appeal denied	Heather Burchill (PSO) Kevin Nearing & Kent Ashby (NSO)
SDRCC 12-0176 Ordinary Division Arbitration	Wrestling	Eligibility	Athlete	Gordon E. Peterson	17 days (June 6 to June 23, 2012)	Appeal denied	
SDRCC 12-0177 Ordinary Division Arbitration	Freestyle Ski	Selection	Athlete	Richard. W. Pound	23 days (June 19 to July 12, 2012)	Appeal allowed	Michael Kwiatkowski (Athlete)
SDRCC 12-0178 Ordinary Division Arbitration	Athletics	Selection	Athletes	Graeme Mew	10 days (June 21 to July 1, 2012)	Appeal denied	Peter Lawless (NSO)
SDRCC 12-0179 Ordinary Division Arbitration	Athletics	Reinstatement	Coach	Larry Banack	33 days (June 27 to July 30, 2012)	Appeal allowed	Jordan Goldblatt (Coach) Johanne Imbeau (GC)
SDRCC 12-0180 Ordinary Division Arbitration	Triathlon	Selection	Athlete		3 days (July 3 to July 6, 2012)	Request withdrawn	Jeffrey Palamar (Athlete) Jonathan Moncrieff & John Judge (Affected Party) Benoit Girardin (NSO)
SDRCC 12-0181 Ordinary Division Arbitration	Cycling	Selection	Athlete	Richard. W. Pound	3 days (July 4 to July 7, 2012)	Appeal denied	Karine Joizil (Athlete) John Curtis (Affected Party)
SDRCC 12-0182 Ordinary Division Arbitration	Cycling	Selection	Athlete	Stephen L. Drymer	3 days (July 5 to July 8, 2012)	Appeal allowed	Erin McDermid (Athlete) Howard Jacobs (Affected Party)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding	Solution	Legal Representative
SDRCC 12-0183 Ordinary Division Arbitration	Athletics	Selection	Athlete	Jane H. Devlin	1 day (July 6 to July 7, 2012)	Consent award	Peter Lawless (NSO)
SDRCC 12-0184 Ordinary Division Med/Arb	Para-Swimming	Selection	Athlete	Jane H. Devlin	11 days (July 9 to July 20, 2012)	Request withdrawn	Peter Kidston (Athlete) Yann Bernard & Annie Bourgeois(NSO) Brian Ward & Michaël Bardagi (Affected Parties)
SDRCC 12-0185 Ordinary Division Med/Arb	Boxing	Discipline	Coach	Barbara Cornish	48 days (August 28 to October 15, 2012)	Consent/Settlement	Thomas G. Lewis (Coach) Peter Lawless (Affected Party)
SDRCC 12-0186 Ordinary Division Resolution Facilitation	Snowboard	Selection	NSO	Julie Duranceau	38 days (September 7 to October 15, 2012)	Consent/Settlement	
SDRCC 12-0187 Ordinary Division Med/Arb	Canoe-Kayak	Carding	Athlete	Paule Gauthier	11 days (October 22 to November 2, 2012)	Consent/Settlement	
SDRCC 12-0188 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Cayley Jane Thomas	42 days (November 2 to December 14, 2012)	Appeal allowed	
SDRCC 12-0189 Ordinary Division Med/Arb	Canoe-Kayak	Carding	Athlete	Paule Gauthier	11 days (October 22 to November 2, 2012)	Consent/Settlement	
SDRCC 12-0190 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Michel G. Picher (Jurisdictional)	19 days (November 20 to December 9, 2012)	Appeal denied	
SDRCC 12-0191 Ordinary Division Arbitration	Judo	Carding	Athlete	Robert Décary	18 days (November 26 to December 14, 2012)	Appeal denied	
SDRCC 12-0192 Ordinary Division Arbitration	Judo	Carding	Athlete	Robert Décary	17 days (November 27 to December 14, 2012)	Appeal Denied	
SDRCC 13-0193 Ordinary Division Arbitration	Karate	Eligibility	Officials	Richard. W. Pound	(January 18, 2013)	Suspended until September 2013	Louise R. Guerrette (Officials) Michaël Bardagi (NSO)
SDRCC 13-0194 Ordinary Division Arbitration	Soccer	Governance	League	Hugh L. Fraser	37 days (March 15 to April 21, 2013)	Appeal allowed	Nick Porco & Rocco A. Ruso (League) Pat Santini (NSO)
SDRCC 13-0195 Ordinary Division Arbitration	Taekwondo	Selection	Athletes	Michel G. Picher	45 days (March 20 to May 4, 2013)	Appeal denied	Dillon Trider (Athletes)
SDRCC 13-0196 Ordinary Division Arbitration	Weightlifting	Quota	Athlete	L. Yves Fortier	11 days (March 25 to April 5, 2013)	Appeal allowed	Marc Legros & Geneviève Bécharde (Athlete)
SDRCC 13-0197 Ordinary Division Resolution Facilitation	Taekwondo	Selection	NSO	Stephen L. Drymer	3 days (March 30 to April 2, 2013)	Consensus reached	

2012–2013 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2012 to March 31, 2013)

File Number Division Type of request	Sport	Member Asserted	Arbitrator	Length of Proceeding	Result	Legal Representative
SDRCC DT 12-0170 Doping Tribunal Arbitration	Football	Athlete	John P. Sanderson	210 days (March 13 to October 9, 2012)	Sanction: 2-Year Ineligibility	Stephen Jackson & Michael Klein (Athlete) Alexandre Maltas (CCES)
SDRCC DT 12-0174 Doping Tribunal Arbitration	Football	Athlete		15 days (April 18 to May 3, 2012)	Waiver	David Lech (CCES)
SDRCC DT 12-0175 Doping Tribunal Arbitration	Football	Athlete		30 days (April 18 to May 18, 2012)	Waiver	Yann Bernard (CCES)
SDRCC DT 12-0176 Doping Tribunal Arbitration	Rugby	Athlete		10 days (April 23 to May 3, 2012)	Waiver	
SDRCC DT 12-0177 Doping Tribunal Arbitration	Swimming	Coach	Richard H. McLaren	184 days (April 23 to October 24, 2012)	Sanction reduced	Gary G. Boyd (Coach) Benoit Girardin (NSO) David Lech (CCES)
SDRCC DT 12-0178 Doping Tribunal Arbitration	Cycling	Athlete		1 day (July 18 to July 19, 2012)	Waiver	
SDRCC DT 12-0179 Doping Tribunal Arbitration	Taekwondo	Athlete	Hugh L. Fraser	44 days (August 27 to October 10, 2012)	Sanction: 4-Month Ineligibility	James Bunting & Kristin Jeffery (Athlete), David Lech & Yann Bernard (CCES)
SDRCC DT 12-0180 Doping Tribunal Arbitration	Athletics	Athlete		1 day (August 8 to August 9, 2012)	Waiver	
SDRCC DT 12-0181 Doping Tribunal Arbitration	Lacrosse	Athlete		1 day (October 25 to October 26, 2012)	Waiver	
SDRCC DT 12-0182 Doping Tribunal Arbitration	Bobsleigh	Athlete	Graeme Mew	57 days (October 31 to December 27, 2012)	Sanction: 2-Year Ineligibility	Jordan Goldblatt (Athlete) Patti Latimer & Justin Safayeni (CCES)
SDRCC DT 12-0183 Doping Tribunal Arbitration	Lacrosse	Athlete		5 days (October 30 to November 4, 2012)	Waiver	
SDRCC DT 12-0184 Doping Tribunal Arbitration	Football	Athlete	Hugh L. Fraser	85 days (November 8, 2012 to February 1, 2013)	Sanction: 2-Year Ineligibility	David Lech (CCES)
SDRCC DT 12-0185 Doping Tribunal Arbitration	Lacrosse	Athlete		108 days (November 9, 2012 to February 25, 2013)	Waiver	Alexandre Maltas & David Lech (CCES)
SDRCC DT 12-0186 Doping Tribunal Arbitration	Bobsleigh	Athlete	Graeme Mew	76 days (January 24 to April 10, 2013)	Sanction: 15-Month Ineligibility	James Smellie (Athlete) Peter Lawless (CCES)



File Number Division Type of request	Sport	Member Asserted	Arbitrator	Length of Proceeding	Result	Legal Representative
SDRCC DT 12-0187 Doping Tribunal Arbitration	Bobsleigh	Athlete	Richard H. McLaren	48 days (November 30, 2012 to January 17, 2013)	Sanction: 2-Year Ineligibility	Peter Lawless (CCES)
SDRCC DT 12-0188 Doping Tribunal Arbitration	Bobsleigh	Athlete	John P. Sanderson	117 days (November 30, 2012 to March 27, 2013)	Sanction: 2-Year Ineligibility	David Lech (CCES)
SDRCC DT 12-0189 Doping Tribunal Arbitration	Rugby	Athlete		15 days (December 4 to December 19, 2012)	Waiver	
SDRCC DT 12-0190 Doping Tribunal Arbitration	Bobsleigh	Athlete		60 days (December 13, 2012 to February 11, 2013)	Waiver	David Lech (CCES)
SDRCC DT 12-0191 Doping Tribunal Arbitration	Football	Athlete		16 days (December 18, 2012 to January 3, 2013)	Waiver	Steven Mansfield (Athlete)
SDRCC DT 13-0192 Doping Tribunal Arbitration	Wrestling	Athlete	John P. Sanderson	27 days (March 14 to April 10, 2013)	Sanction: 2-Year Ineligibility	David Jardine (Athlete) Alexandre Maltas (CCES)



AUDITORS' REPORT FOR THE 2012-2013 FISCAL YEAR

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

FINANCIAL STATEMENTS

FOR THE YEARS ENDED MARCH 31, 2013 AND 2012

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Independent Auditor's Report

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INDEPENDENT AUDITOR'S REPORT

To the Directors of
Sport Dispute Resolution Centre of Canada

We have audited the accompanying financial statements of **Sport Dispute Resolution Centre of Canada**, which comprise the statements of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, and the statements of changes in net assets, operations and cash flows for the years ended March 31, 2013 and March 31, 2012, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these 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.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements 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. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

INDEPENDENT AUDITOR'S REPORT (cont'd.)

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Sport Dispute Resolution Centre of Canada** as at March 31, 2013, March 31, 2012 and April 1, 2011, and the results of its operations and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian accounting standards for not-for-profit organizations.

Comparative Information

The financial statements of **Sport Dispute Resolution Centre of Canada** for the year ended March 31, 2012 were audited by another auditor who expressed an unmodified opinion on these statements on July 18, 2012.

Collins Barrow Montreal S.E.N.C.R.L./LLP¹

Montréal, Québec
July 12, 2013

¹CPA auditor, CA, public accountancy permit No. A114616

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENTS OF FINANCIAL POSITION
AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

	2013	2012	April 1, 2011
ASSETS			
Current			
Cash (Note 4)	\$ 173,540	\$ 195,444	\$ 61,997
Accounts receivable	750	199	291
Contribution receivable, due on demand and non- interest bearing (Note 7)	-	-	32,669
Sales taxes receivable	16,998	49,121	45,884
Prepaid expenses	<u>15,286</u>	<u>12,266</u>	<u>12,314</u>
	206,574	257,030	153,155
Capital assets (Note 5)	<u>21,546</u>	<u>25,098</u>	<u>16,039</u>
	<u>\$ 228,120</u>	<u>\$ 282,128</u>	<u>\$ 169,194</u>
LIABILITIES			
Current			
Accounts payable and accrued liabilities (Note 6)	\$ 150,660	\$ 167,320	\$ 121,575
Contribution payable, payable on demand and non- interest bearing (Note 7)	<u>11,329</u>	<u>52,132</u>	<u>-</u>
	<u>161,989</u>	<u>219,452</u>	<u>121,575</u>
NET ASSETS			
Invested in capital assets	21,546	25,098	16,039
Unrestricted	<u>44,585</u>	<u>37,578</u>	<u>31,580</u>
	<u>66,131</u>	<u>62,676</u>	<u>47,619</u>
	<u>\$ 228,120</u>	<u>\$ 282,128</u>	<u>\$ 169,194</u>

APPROVED ON BEHALF OF THE BOARD:

_____ *Director*

_____ *Director*

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENTS OF CHANGES IN NET ASSETS
FOR THE YEARS ENDED MARCH 31, 2013 AND 2012

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2013</u>	<u>2012</u>
Balance, beginning of year	\$ 25,098	\$ 37,578	\$ 62,676	\$ 47,619
Excess (deficiency) of revenue over expenditures for the year	(6,634)	10,089	3,455	15,057
Investment in capital assets	<u>3,082</u>	<u>(3,082)</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 21,546</u>	<u>\$ 44,585</u>	<u>\$ 66,131</u>	<u>\$ 62,676</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENTS OF OPERATIONS
FOR THE YEARS ENDED MARCH 31, 2013 AND 2012

	2013	2012
Revenue		
Contribution (Note 7)	\$ 980,222	\$ 920,496
Other revenue	7,300	5,999
Reimbursement of excess contribution (Note 7)	<u>(11,329)</u>	<u>(52,132)</u>
	<u>976,193</u>	<u>874,363</u>
Expenditures		
General and administrative		
Professional fees	83,279	68,362
Rent	49,442	45,689
Travelling expenses	17,382	27,258
Promotion and communications	8,023	12,997
Office expenses	26,896	12,332
Meeting	16,454	9,271
Insurance	9,088	9,073
Meals and entertainment	1,377	7,754
Telephone and telecommunications	4,759	6,433
Amortization	6,634	5,690
Interest and bank charges	<u>384</u>	<u>975</u>
	<u>223,718</u>	<u>205,834</u>
Human resources		
Salaries and benefits	377,157	369,766
Training	13,149	14,043
Professional fees	<u>1,199</u>	<u>1,233</u>
	<u>391,505</u>	<u>385,042</u>
Official languages		
Translation of decisions	24,562	13,160
Translation of documents	<u>13,382</u>	<u>10,817</u>
	<u>37,944</u>	<u>23,977</u>
Operations		
Case fees	215,889	143,146
Training of arbitrators and mediators	13,150	62,569
Education expenses	<u>90,532</u>	<u>38,738</u>
	<u>319,571</u>	<u>244,453</u>
	<u>972,738</u>	<u>859,306</u>
Excess of revenue over expenditures for the year (Note 7)	<u>\$ 3,455</u>	<u>\$ 15,057</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENTS OF CASH FLOWS
FOR THE YEARS ENDED MARCH 31, 2013 AND 2012

	2013	2012
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ 3,455	\$ 15,057
Adjustment for		
Amortization of capital assets	<u>6,634</u>	<u>5,690</u>
Total adjustments	10,089	20,747
Net change in non-cash working capital items		
(Increase) decrease in accounts receivable	(551)	92
Decrease in contribution receivable	-	32,669
Decrease (increase) in sales taxes receivable	32,123	(3,237)
(Increase) decrease in prepaid expenses	(3,020)	48
(Decrease) increase in accounts payable and accrued liabilities	(16,660)	45,745
(Decrease) increase in contribution payable	<u>(40,803)</u>	<u>52,132</u>
Cash provided by operating activities	(18,822)	148,196
Cash flows from investing activity		
Purchase of capital assets	<u>(3,082)</u>	<u>(14,749)</u>
(Decrease) increase in cash	(21,904)	133,447
Cash, beginning of year	<u>195,444</u>	<u>61,997</u>
Cash, end of year	<u>\$ 173,540</u>	<u>\$ 195,444</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

1. Nature of operations

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (Bill C-12) on March 19, 2003 as a non-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. Adoption of accounting standards for not-for-profit organisations

Effective April 1, 2012, the organization elected to apply the standards in Part III of the CICA Accounting Handbook for not-for-profit organizations in accordance with Canadian Accounting Standards for Not-for-profit organizations (ASNPO).

These are the first financial statements prepared in accordance with this new framework which has been applied retrospectively. The accounting policies set out below have been applied in preparing the financial statements for the year ended March 31, 2013, the comparative information for the year ended March 31, 2012 and in the preparation of an opening statements of financial position as at April 1, 2011, which is the organization's date of transition.

The organization previously issued financial statements for the year ended March 31, 2012 using generally accepted accounting principles prescribed by Part V of the CICA Handbook.

The adoption of ASNPO has had no impact on the previously reported assets, liabilities and net assets of the organization, and accordingly, no adjustments have been recorded in the comparative statements of financial position, statements of operations, statements of changes in net assets and statements of cash flows. Certain of the organization's presentation and disclosures included in these financial statements reflect the new presentation and disclosure requirements of ASNPO.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

3. Significant accounting policies

The financial statements were prepared in accordance with the Canadian accounting standards for not-for-profit enterprises.

(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%

(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 cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in net income.

Financial assets measured at amortized cost include cash, accounts receivable, sales tax receivable and contribution receivable.

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

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.

(iii) Transaction costs

The organization's transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in net income in the period incurred. The carrying amount of the financial instruments that will not be subsequently measured at fair value is adjusted for transaction costs directly attributable to the origination, issuance or assumption of these instruments.

4. Restricted cash

Included in cash are restricted funds of \$141,929 (2012 - \$170,091, April 1, 2011 - \$42,257) pertaining to 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. Capital assets

	2013		
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>
Office equipment	\$ 48,956	\$ 36,942	\$ 12,014
Computer equipment	35,338	25,806	9,532
	<u>\$ 84,294</u>	<u>\$ 62,748</u>	<u>\$ 21,546</u>

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

5. **Capital assets (cont'd.)**

	2012		
	Cost	Accumulated amortization	Net
Office equipment	\$ 46,653	\$ 34,226	\$ 12,427
Computer equipment	34,559	21,888	12,671
	<u>\$ 81,212</u>	<u>\$ 56,114</u>	<u>\$ 25,098</u>
	April 1, 2011		
	Cost	Accumulated amortization	Net
Office equipment	\$ 43,146	\$ 31,558	\$ 11,588
Computer equipment	23,316	18,868	4,448
	<u>\$ 66,462</u>	<u>\$ 50,426</u>	<u>\$ 16,036</u>

The assets were acquired with government funding.

6. **Accounts payable and accrued liabilities**

Included in accounts payable and accrued liabilities are approximately \$14,500 (2012 - \$13,500, April 1, 2011 - \$9,800) of payroll deductions at source.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

7. Government contributions

During the year, the organization was granted \$980,222 (2012 - \$920,496) in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2013, there is a net balance payable (receivable) to (from) Sport Canada of \$11,329 (2012 - \$52,132, April 1, 2011 - (\$32,669)) which has been recorded in the financial statements.

The reimbursement of the excess contribution consists of the following:

	<u>2013</u>	<u>2012</u>	<u>April 1, 2011</u>
Excess of revenue over expenditures for the year	\$ 3,455	\$ 15,058	\$ 8,760
Reimbursement of excess contribution	<u>11,329</u>	<u>52,132</u>	<u>10,431</u>
Revenue before adjustment for contribution	<u>14,784</u>	<u>67,190</u>	<u>19,191</u>
Other revenue (net of expenses)	(7,007)	(5,999)	(11,142)
Amortization	6,634	5,690	4,377
Capital assets acquisition for the year	<u>(3,082)</u>	<u>(14,749)</u>	<u>(1,995)</u>
Reimbursement of excess contribution	11,329	52,132	10,431
Contribution receivable at year-end	<u>-</u>	<u>-</u>	<u>(43,100)</u>
Net contribution payable (receivable)	<u>\$ 11,329</u>	<u>\$ 52,132</u>	<u>\$ (32,669)</u>

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

8. Commitments

The organization has an operating lease for its premises expiring November 30, 2017.

The minimum annual lease payments for the next five years are as follows:

2014	\$ 53,091
2015	53,091
2016	53,091
2017	53,091
2018	<u>35,394</u>
	<u>\$ 247,758</u>

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011

9. 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.



Board of Directors

The Board of Directors of the SDRCC is appointed by the Minister of State (Sport). It reflects regional and cultural diversity, and is representative of the Canadian sport system. The SDRCC 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, 2013)

CARLA QUALTROUGH (Richmond, BC)
Chairperson of the Board
Chairperson, Executive Committee
(The Chairperson is an ex-officio member of all committees except the Audit Committee)

LUC ARSENEAU (Dieppe, NB)
Communication & Technology Committee
Human Resources Committee

FRANK FOWLIE (Geneva, Switzerland)
Chairman, Communication & Technology Committee
ADR Services Committee
International Committee

CLAYTON MILLER (Kelowna, BC)
Chairman, Audit & Finance Committee
ADR Services Committee

JOHN REID (Ottawa, ON)
Chairman, ADR Services Committee
Executive Committee
Audit & Finance Committee
Human Resources Committee

MICHAEL A. SMITH (Ottawa, ON)
Executive Committee
ADR Services Committee
International Committee

MARIE-CLAUDE ASSELIN (Saint-Hubert, QC)
Executive Director and CEO
(The Executive Director is an ex-officio member of the Board and all committees)

ANNE BENEDETTI (Toronto, ON)
Chairperson, International Committee
ADR Services Committee

MIRAY CHESKES GRANOVSKY (Toronto, ON)
Chairperson, Complaints Committee
Executive Committee
ADR Services Committee
Communication & Technology Committee
International Committee

AIMABLE NDEJURU (Montréal, QC)
Complaints Committee
Human Resources Committee

ALLAN J. SATTIN (Calgary, AB)
Chairman, Human Resources Committee
Executive Committee
Audit & Finance Committee

JUDITH ANN TUTTY (Mississauga, ON)
Communication & Technology Committee
Complaints Committee
International Committee

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



Staff Members

The SDRCC has five full-time permanent staff members including the Executive Director and CEO, Marie-Claude Asselin:

LIANE MENDELSON, Administrative Assistant

TANYA GATES, Operations Manager

JULIE STRONACH, Education and Communication Coordinator

MARJHA THÉNON BEAUCHAMPS, Case Manager (*Since January 28, 2013*)

FRANCINE BLACK, Case Manager (*Until November 9, 2012*)

Bookkeeper: Danielle Comeau (consultant) was contracted as bookkeeper for the Period.

Auditor: The firm Collins Barrow, Chartered Accountants, was appointed by the Board of Directors as the independent auditor for the 2012–2013 Period.

Arbitrators and Mediators

Arbitrators and Mediators until December 31, 2013 by province:

ALBERTA

Vanessa Gray (Mediator)

Roger Gunn (Mediator)

Ian R. MacDonald (Mediator)

Deborah L. Sword (Mediator) (*until Dec. 25, 2012*)

John Harrison Welbourn (Arbitrator)

BRITISH-COLUMBIA

Barbara Cornish (Mediator/Arbitrator)

Carol L. Roberts (Arbitrator)

John P. Sanderson (Mediator/Arbitrator)

Tricia C.M. Smith (Arbitrator)

MANITOBA

James W. Hedley (Arbitrator)

NORTHWEST TERRITORIES

Cayley Jane Thomas (Mediator/Arbitrator)

NOVA SCOTIA

Peter J. Mackeigan (Mediator)

The Honourable Stewart McInnes (Mediator/Arbitrator)

ONTARIO

Greg Ambrozic (Mediator)

Larry Banack (Arbitrator)

Roger Beaudry (Mediator)

David Bennett (Mediator)

David I. Bristow (Mediator/Arbitrator)

Rick Brooks (Mediator)

Jane H. Devlin (Mediator/Arbitrator)

Ross C. Dumoulin (Arbitrator)

Hugh L. Fraser (Arbitrator)

Steven C. Gaon (Mediator)

Paul Denis Godin (Mediator)

Kathleen J. Kelly (Mediator)

Andrew D. McDougall (Arbitrator)

Richard H. McLaren (Arbitrator)

Graeme Mew (Mediator/Arbitrator)

Gordon E. Peterson (Mediator/Arbitrator)

Michel G. Picher (Mediator/Arbitrator)

Anne Sone (Mediator)

Allan Stitt (Mediator/Arbitrator)

George W. Taylor (Mediator)

QUEBEC

Dominique F. Bourcheix (Mediator)

Patrice M. Brunet (Arbitrator)

Robert Décary (Arbitrator)

Stephen L. Drymer (Mediator/Arbitrator)

Julie Duranceau (Mediator)

L. Yves Fortier (Arbitrator)

The Honourable Paule Gauthier (Mediator/Arbitrator)

The Honourable Marc Lalonde (Mediator)

Richard W. Pound (Arbitrator)

Bernard A. Roy (Arbitrator) (*until March 13, 2013*)

Janie Soublière (Arbitrator)

François Tremblay (Arbitrator)



www.crdsc-sdrcc.ca

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

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