

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

FROM THE CHAIRPERSON OF THE SDRCC
DAVID DE VLIET / JULY 31, 2017





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NOTICE:

All photos appearing in this Annual Report were purchased from royalty-free stock photo websites. Any likeness to actual athletes is coincidental.



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 Minister of Sport and Persons with Disabilities.

This report reviews the operations and assesses the results of the activities of the Centre for the period from April 1, 2016 to March 31, 2017 (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 2016–2020

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

MISSION STATEMENT FOR 2016–2020

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

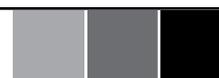
ORGANIZATION HISTORY AND PROFILE

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 six full-time permanent staff members. On average, the Centre handles more than 45 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.



Message from the Chairperson of the Board

This past year has been busy, successful and potentially transformative for the Centre. It has been a true honour to work with a high-performing staff and Board – and it gives me great pleasure to introduce this Annual Report.

In 2016, the Centre adopted a new strategic plan to guide us forward. That plan foresaw the Centre as a key driver in the establishment of an ombuds program for Canadian sport. We thus established an independent committee to assess the need and prospects for such an initiative. The committee's report, *Closing the Loop*, was issued on March 31, 2017 and proposes that the Centre administer and support an ombuds office dedicated to serving all levels of Canadian sport. I believe this would fill an existing gap in the Canadian sport system and is a natural expansion of the Centre's activities and expertise.

We are in discussions with various potential funding partners to make this initiative a reality in the near term. If successful, we look forward to effectively adding a third branch to our mandate, complementing our education and tribunal services. I would like to recognize the contributions of the independent committee – the final report is a testament to their effort, insight and expertise. My sincerest thanks go out to them.

This past year also saw a change in our Board composition necessitated by the unfortunate resignation of David Bilinsky. David was a valuable contributor in his relatively short mandate and we wish him well and good health. This resulted in the appointment of Linda Cuthbert as Director just as we completed the fiscal year. Linda has already been a valuable addition to our Board. Incidentally, this is also the first time the Centre's Board of Directors has achieved gender balance.

Thank you all for a great year - and I look forward to breaking new ground in the coming months!

David de Vlieger
Chairperson of the Centre's Board of Directors

Message from the Chief Executive Officer

The fiscal year 2016–2017 brought, for the third consecutive year, an above-average number of cases to the dispute resolution secretariat. More than a fifth of those cases pertained to team selection for the Rio 2016 Olympic and Paralympic Games.

The Centre's human capital increased with the creation of the position of Partnerships and Promotion Coordinator. Its intent is to proactively develop partnerships for a more efficient delivery of education programming and to increase access to dispute resolution resources for the sport community.

Prompted by a compliance exercise initiated by the World Anti-Doping Agency into respect for privacy in anti-doping operations in Canada, the Centre developed a Protection of Privacy Policy as a means of being transparent in its management and safeguarding of personal information of all clients, employees and other stakeholders. With the policy adopted by the Board effective on April 1, 2017, training and implementation began in March 2017.

Since the fall of 2014, a significant attrition rate among the Centre's roster of arbitrators and mediators motivated an appointment process. The new roster promotes a new generation of dispute resolution professionals and an enhanced capacity to conduct virtual proceedings. Following a public call for proposals, the Board selected 19 new arbitrators and mediators who were invited, as a condition of appointment, to attend the 2017 Mediator and Arbitrator Conference and orientation.

With the exciting prospect of implementing an ombuds program for sport, I am convinced as ever that the steady and healthy growth of the Centre is a testament to its capacity to deliver on its mandate and to meet the needs of the Canadian sport community in dispute prevention and resolution.

Marie-Claude Asselin
Chief Executive Officer



Highlights from 2016–2017

Achieving Our Objectives:

PILLAR 1

PROVIDING SPORT DISPUTE RESOLUTION SERVICES TO THE CANADIAN SPORT COMMUNITY

1.1 Identify and approach prospective market segments to expand the fee-for-service program

Jurisprudence from civil courts was surveyed for sports-related proceedings in order to identify potential fee-for-service clientele. One fee-for-service case was conducted during the period. The Centre is also actively engaged in negotiations of a first licensing agreement for the use of its Case Management Portal, in the form of a software as a service model, with an external third-party service provider in the alternative dispute resolution industry.

1.2 Evaluate recent upgrades to the Case Management Portal and determine future needs

Current users of the Centre’s Case Management Portal and potential users were surveyed to establish parameters for future upgrades to the system. Recommendations to enhance user functionality are currently being evaluated, including with regards to its capacity to adapt to third-party users.

1.3 Offer case management services to sport organizations on a fee-for-service basis

Discussions are underway with sport organizations for the provision of fee-for-service case management of their internal appeals.

1.4 Ensure the annotated version of the Canadian Sport Dispute Resolution Code remains current

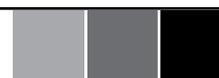
The annotated version of the Canadian Sport Dispute Resolution Code was updated with new annotations arising from the Centre’s recent jurisprudence. It is published on the Centre’s website for the benefit of parties, legal representatives, arbitrators and mediators.

The SDRCC is proud to take part in the celebration of the 150th anniversary of Confederation in 2017.



Canada





PILLAR 2

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

2.1 Assess the feasibility of establishing a network of sport mediators or appeal panel members at the community level

The Centre has conceptualized the new “Sport Law Connect” program with the goal of increasing the Canadian sport community’s access to affordable sport dispute resolution resources. In collaboration with ADR experts and law professors, the Centre seeks to create a mutually beneficial relationship between university students in law or ADR and the provincial and local sport community. In order to gauge interest in the program and generate awareness among the relevant academic community, the Centre increased its presence in Canadian university law schools. Discussions are progressing with a provincial multisport organization interested in participating in a pilot of the program starting in the fiscal year 2017–2018.

2.2 Make the Centre’s jurisprudence more accessible through third party databases such as CanLII

The Centre entered into an agreement with “Société québécoise d’information juridique” (SOQUIJ) to make its jurisprudence more accessible to the legal community, including being indexed in other mainstream legal databases such as the Canadian Legal Information Institute (CanLII) and LexisNexis. A number of the Centre’s recent decisions have been made available already and archived jurisprudence is added gradually.

2.3 Create a compendium of mediated settlements to better promote the use of mediation in sport

A compendium of anonymized mediated settlements was developed as a reference tool for the Centre’s mediators as well as parties to provide examples of settlement options that have been reached in previous cases. The overall concept

of the resource was introduced at the 2017 Mediator and Arbitrator Conference and is expected to be finalized and made available in both official languages by the end of 2017.

2.4 Develop webinars and other online tools to increase the reach and impact of the Centre’s education efforts

The Centre is gradually converting its existing workshop series into a format that enables delivery by way of webinars, to increase the reach of its message in a cost-effective manner. During the period, the Centre conducted four (4) workshops or presentations virtually, including avoiding conflicts of interest in sports-related decision-making and main causes of sports-related disputes and prevention strategies.

The Centre continued to focus on outreach and engaged the sport and ADR communities in the following manner:

- attending 23 partner events or conferences;
- being invited to facilitate 26 workshops; and
- distributing dispute prevention and resolution publications with its kiosk at eight (8) events.

Outreach initiatives involved;

- nine (9) provincial sport organizations;
- seven (7) multisport service organizations;
- two (2) national sport organizations;
- two (2) ADR organizations;
- one (1) multisport provincial games; and
- four (4) groups of students at academic institutions.

The Centre’s reach across Canada extended from Yukon to Nova Scotia, covering seven (7) provinces and one (1) territory.

A workshop evaluation process was implemented during the period and the Centre received feedback from over 100 participants.



2.5 Publish a series of templates and model policies for sport organizations

Model governance policies on matters such as discipline, harassment and conflicts of interest, have been developed as reference tools for sport organizations of all levels and sizes to download and adapt to their own needs. The Model Conflict of Interest Policy was finalized and published online already, while others are undergoing final review and translation and should be made available early in the new fiscal year.

Expanding on the concept of the *Guide to a Hearing* as a modular resource, a new online publication was introduced to guide parties in the preparation of documents to file before the tribunal in an arbitration proceeding. This tool explains the format in which to present documents in a coherent fashion, in order to facilitate their review by the arbitrator and by other parties. Additionally, new reference documents on doping-related topics were added to the Centre's arbitrators and mediators' online toolkit.

PILLAR 3

ESTABLISHING AN OMBUDSPERSON SERVICE FOR THE CANADIAN SPORT COMMUNITY

3.1 Liaise with relevant stakeholders to clarify the needs, expectations and scope of the project

A comprehensive consultation process was conducted to clarify the needs and expectations of the sport community regarding an ombuds program for sport in Canada. Feedback was generated through an environmental scan, a nationwide online survey, focus group discussions, presentations at sessions of the Canadian Olympic Committee, as well as individual consultations. Several hundred participants were thereby consulted including athletes, coaches, volunteers, parents, officials, sport organizations personnel, administrators and board members, from all levels of sport in Canada. Overall, the feedback suggested that the sport community strongly supports the establishment of a sport ombuds program in Canada.

3.2 Appoint an ad hoc committee to evaluate the Centre's capacity to administer the ombudsperson program for the Canadian sport community, including additional financial resources required

An *ad hoc* committee was mandated by the Centre's Board of Directors to drive the pan-Canadian consultation process and to formulate recommendations on the scope of services and on the resources required to establish such program. Committee members brought a wealth of sport community experience from organizations such as the Canadian Olympic Committee, the Canadian Paralympic Committee, the Canadian Association for the Advancement of Women and Sport and Physical Activity, Sport Canada, as well as two experienced ombudsmen. Committee members were also selected to reflect gender and linguistic balance and to represent a broad cross-section of the potential user community.



3.3 Collaborate with the sport community and the Government of Canada to the fullest extent possible to establish a sport ombudsperson program

The *ad hoc* committee recommendations were presented in a final report entitled “Closing the Loop: Proposal for a Sport Ombuds in Canada”, which was submitted to the Minister of Sport and Persons with Disabilities. The report endorses the establishment of a sport ombuds office that is a nimble, responsive, and accessible customer service model which must complement, not duplicate, services already available to the sport community. A creative and progressive hybrid approach is put forth, combining the elements of traditional ombuds functions and other features designed to meet the unique needs of the Canadian sport system.

The Executive Summary of the report is reproduced at Appendix A of the present document. The full report is available on the Centre’s website at www.sdrcc.ca. Discussions are ongoing with Sport Canada and potential partners to identify sources of funding that will enable the implementation of the report’s recommendations.

PILLAR 4

PURSUING ORGANIZATIONAL EXCELLENCE

4.1 Review the Board committee structure in order to align with the 2016–2020 strategic priorities

The Board committee structure was reorganized as follows, to align with the Centre’s strategic priorities and improve operational effectiveness:

- The mandate of the existing ADR Services Committee was aligned to Strategic Pillar 1, “Providing Sport Dispute Resolution Services to the Canadian Sport Community”.
- The Communication and Technology Committee and International Committee were replaced by the new Partnership and Business Development Committee under Strategic Pillar 2, “Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes”.
- The *ad hoc* Ombudsperson Committee was struck under Strategic Pillar 3, “Establishing an Ombudsperson for the Canadian Sport Community”.
- Under Strategic Pillar 4, “Pursuing Organizational Excellence”, the Human Resources Committee was dissolved and its mandate added to that of the Executive Committee, the Complaints Committee took on the role of monitoring the Centre’s compliance regarding official languages, while the Audit and Finance Committee maintained its existing mandate.

Terms of reference for all new and remaining committees were adopted by the Board. A policy review matrix was adopted by the Centre’s Board of Directors to ensure a systematic and cyclical review of the Centre’s various policies by the relevant committees.



4.2 Manage the renewal process for upcoming terms of director mandates

The Minister of Sport and Persons with Disabilities renewed the mandates of five of the Centre's directors, including the Chairman, during the period. Due to a mid-term resignation of a member of the Board, the Minister of Sport and Persons with Disabilities named a new director in 2017. As a result of this recent appointment, the Centre's Board has achieved an equitable gender balance.

4.3 Review and update the staff performance management framework and process

The Centre's Executive Committee has undertaken to review and revise the staff performance management framework and process. Advancements have been made and it is expected that the new system will be introduced in the next fiscal year.

The creation of a sixth full-time permanent staff position to focus on expanding outreach activities, building relationships and establishing strategic partnerships was approved by the Centre's Board of Directors. The position was filled in February 2017.

4.4 Formulate and adopt a policy to confirm the Centre's commitment to privacy and confidentiality

The Board of Directors adopted a new Protection of Privacy Policy to formally communicate how the Centre collects, uses, and discloses personal information during the course of its operations. The policy outlines principles for the management of personal information in order to ensure an optimal balance between the need for personal information to conduct the Centre's business and the right to privacy of its employees, Board members, clients and stakeholders.

The action plan for the implementation of the policy was developed by the Centre's staff at their annual operational planning retreat. A session to introduce the policy to the Centre's arbitrators and mediators was also held at the annual Conference in Quebec City.

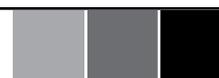
4.5 Establish a formal international strategy to nurture existing partnerships and explore new opportunities

The new Partnership and Business Development Committee, established later in the period, has undertaken to review and improve the existing international strategy over the next few months. Meanwhile the Centre remained active on the international scene, hosting at its offices a representative from the Court of Arbitration for Sport (CAS) wishing to explore the Centre's tribunal processes and workings of the Case Management Portal. The Chief Executive Officer was also a guest speaker at the International Academy of Mediators conference held in Vancouver in the fall of 2016. As a result of successfully hosting a CAS seminar in the previous fiscal year, the Centre was approached by other organizations abroad to co-host events of similar nature.

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

The Centre's 2015–2016 Annual Report was delivered to the Minister of Sport and Persons with Disabilities in July 2016 and its Annual Public meeting was held in Gatineau, Quebec, on September 28, 2016.

The Centre evaluated its bookkeeping services and accounting system during the period and entered into a new contract as of October 1, 2016, with the *Regroupement Loisir et Sport du Québec*, a not-for-profit organization primarily servicing sport organizations. Collins Barrow LLP, Chartered Accountants, 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 14, 2017. The Auditor's Report was approved by the Board on July 20, 2017. The Auditor's Report, presented on page 16 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 contribution to the Centre for the Period was **\$1,094,941**. The approved financial statements show that related expenses amounted to a total of **\$1,004,475** broken down as follows:

- **\$90,859** for administration, including office, general administration and communication;
- **\$48,032** for governance and compliance;
- **\$48,790** for official languages requirements, including the cost of translation for the Centre's documents and rulings;
- **\$397,501** for operations and programming, including the administration of cases, training for mediators and arbitrators, education and outreach; and
- **\$419,293** for human resources, including professional development as well as salaries and benefits for the Centre's staff.

A net excess of revenues over expenses of \$90,300 for the Period will therefore be returned to Sport Canada.

The Centre generated \$7,829 in independent revenues for the Period.

As required by Section 32 of the Act, the Corporate Plan for the 2017–2018 fiscal year was delivered to the Minister of Sport and Persons with a Disability on February 28, 2017. The plan indicated that the Centre's strategic priorities would include: (i) continuing to provide client-oriented, efficient and professional sport dispute prevention and resolution services; (ii) cultivating strategic relationships to enhance interaction and increase awareness of its dispute prevention initiatives; (iii) establishing new collaboration opportunities to deliver resources and tools to assist members of the Canadian sport community in the efficient resolution of sport disputes; (iv) supporting the sport community in the establishment of an ombudsperson service; and (v) continuing to practice transparent and responsible management and governance.

The Corporate Plan presented a budget that included expenditures of \$1,300,000. The Centre's 2017–2018 grant from Sport Canada was subsequently reduced to \$1,100,000, and the budget, revised accordingly, now projects the following expenditures:

- \$110,000 for administration;
- \$45,000 for governance;
- \$40,000 for official languages;
- \$401,000 for operations; and
- \$504,000 for human resources.

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



Dispute Resolution Secretariat Activities in 2016–2017

Forty-nine (49) new cases were filed during the Period, originating from 22 different sports.

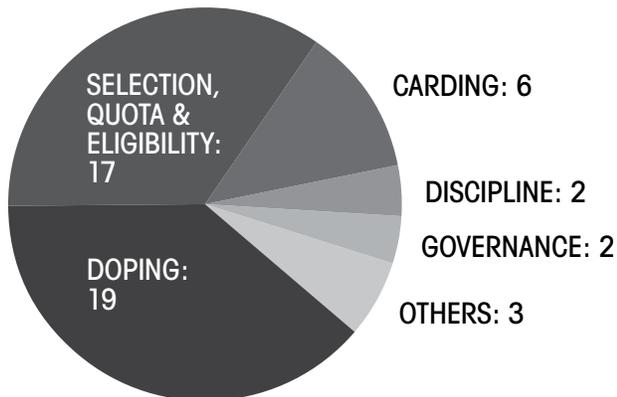
The Ordinary Tribunal was seized with 30 new requests, including one on a fee-for-service basis, dealing with issues such as team selection, athlete carding, contract disputes, discipline, and governance matters. They were broken down as follows:

- Eleven (11) of these cases were urgent in nature and were resolved in five (5) days or less;
- Ten (10) cases were related to the selection of Canadian athletes for the Rio 2016 Olympic and Paralympic Games.;
- Five (5) cases were settled by consent agreement of the parties;
- Nineteen (19) cases were resolved by arbitration;
- Five (5) requests were withdrawn; and
- One (1) case was still in progress at the time of printing.

In the Doping Tribunal, 19 new doping violation assertions were filed, six (6) of which were determined by an arbitral decision. Thirteen (13) athletes waived their right to a hearing or were deemed by the Canadian Centre for Ethics in Sport (CCES) to have waived such right. The average time for resolution of doping cases was 52 days.

TYPE OF DISPUTE

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



All sports-related disputes submitted during the Period were managed fairly and efficiently in accordance with the highest standards of arbitration and mediation practice.

Parties to proceedings benefitted from access to free legal advice and services through the *Pro Bono* program. Partial statistics show that, during the Period, legal representatives from that program assisted in at least 20 cases, representing estimated savings for members of the sport community of over \$140,000 in legal fees. The majority requests for legal assistance came from athletes, coaches and parents.

Due to roster attrition, the Board of Directors conducted an early roster renewal process. A call for applications was initiated in November 2016 and 19 new mediators and arbitrators were added to the Centre’s roster in 2017. All new roster members attended an orientation session held in conjunction with the annual Mediator and Arbitrator Conference.

DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Athletics	6
Football	6
Speed Skating	4
Canoe-Kayak	3
Cycling	3
Basketball	2
Cricket	2
Cross Country Ski	2
Equestrian	2
Karate	2
Sailing	2
Snowboard	2
Soccer	2
Taekwondo	2
Weightlifting	2

Sports from which only one dispute was submitted were: Alpine Ski, Curling, Goalball, Hockey, Judo, Rugby and Wrestling.

Tribunal Statistics 2016–2017

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2016 to March 31, 2017)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding	Solution	Legal representative
SDRCC 16-0293 Ordinary Division Resolution Facilitation	Snowboard	Carding	Athlete & NSO	Julie Duranceau	21 days (April 4 to April 25, 2016)	Request withdrawn	Louise R. Guerrette (Athlete)
SDRCC 16-0294 Ordinary Division Arbitration	Karate	Discipline	Coach	Michel Picher (jurisdictional)	77 days (April 6 to June 22, 2016)	Appeal denied	
SDRCC 16-0295 Ordinary Division Arbitration	Snowboard	Carding	Athlete	Jeffrey J. Palamar	29 days (May 3 to June 1, 2016)	Appeal denied	Louise R. Guerrette (Athlete)
SDRCC 16-0296 Ordinary Division Arbitration	Taekwondo	Selection	Coach	Carol L. Roberts	5 days (May 26 to May 31, 2016)	Appeal denied	Jordan Goldblatt (NSO)
SDRCC 16-0297 Ordinary Division Arbitration	Sailing	Selection	Athlete	Carol L. Roberts	4 days (June 17 to June 21, 2016)	Appeal denied	Jordan Goldblatt (Athlete) Adam Klevinas (NSO)
SDRCC 16-0298 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Jeffrey J. Palamar	69 days (June 21 to August 29, 2016)	Appeal allowed	Emir Crowne & Amanda Fowler (Athlete)
SDRCC 16-0299 Ordinary Division Arbitration	Sailing	Selection	Athlete	Patrice M. Brunet	1 day (June 21 to June 22, 2016)	Appeal denied	Tom Ashley (Athlete) Adam Klevinas (NSO)
SDRCC 16-0300 Ordinary Division Med/Arb	Canoe-Kayak	Selection	Athlete	Carol L. Roberts	13 days (June 28 to July 11, 2016)	Appeal denied	Michael-T. Nguyen (Athlete) Jonathon Barnett (Affected Party); Steven Indig (NSO)
SDRCC 16-0301 Ordinary Division Arbitration	Equestrian	Selection	Athlete	Robert P. Armstrong	9 days (July 2 to July 11, 2016)	Appeal allowed	Peter F. C. Howard & Aaron Kreaden (Athlete) Benoit Girardin (NSO)
SDRCC 16-0302 Ordinary Division Arbitration	Equestrian	Selection	Athlete	Richard W. Pound	4 days (July 13 to July 17, 2016)	Appeal denied	
SDRCC 16-0303 Ordinary Division Arbitration	Athletics	Selection	Athlete	David Bennett	1 day (July 17 to July 18, 2016)	Appeal denied	Meredith MacGregor (Athlete) David Spears (NSO)
SDRCC 16-0304 Ordinary Division Arbitration	Athletics	Selection	NSO	L. Yves Fortier	12 days (July 17 to July 29, 2016)	Appeal allowed	Ryan A. Shaw & Peter Spencer (Athlete) David Spears (NSO)
SDRCC 16-0305 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athlete	Robert Décaray	2 days (August 3 to August 5, 2016)	Appeal denied	Emir Crowne, Jérôme Cantin & Maxime-Arnaud Keable (Athletes); Adam Klevinas (Affected Party); LeeAnn L. Cupidio (NSO)

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2016 to March 31, 2017)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding	Solution	Legal representative
SDRCC 16-0306 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athlete	Robert Décarý	2 days (August 3 to August 5, 2016)	Appeal denied	Emir Crowne, Jérôme Cantin & Maxime-Arnaud Keable (Athletes); Adam Klevinas (Affected Party); LeeAnn L. Cupidio (NSO)
SDRCC 16-0307 Ordinary Division Arbitration	Athletics	Selection	Athlete	Richard W. Pound	2 days (August 7 to August 9, 2016)	Request withdrawn	Darren Blois (Athlete) David Spears (NSO)
SDRCC 16-0308 Ordinary Division Mediation	Rugby	Contract	Athletes & NSO	John P. Sanderson	52 days (September 12 to November 3, 2016)	Consent/Settlement	
SDRCC 16-0309 Ordinary Division Arbitration	Speed Skating	Carding	Athlete	Patrice M. Brunet	34 days (September 15 to October 19, 2016)	Appeal allowed	Emir Crowne (Athlete)
SDRCC 16-0310 Ordinary Division Arbitration	Speed Skating	Carding	Athlete	Patrice M. Brunet	35 days (September 15 to October 20, 2016)	Appeal denied	Amanda Fowler (Athlete) Nathan Spaling (Affected Party)
SDRCC 16-0311 Ordinary Division Med/Arb	Cricket	Governance	Volunteer	Ross C. Dumoulin	155 days (October 11, 2016 to March 15, 2017)	Appeal allowed	Louis Browne (Volunteer) Sharan Sodhi (NSO)
SDRCC 16-0312 Ordinary Division Med/Arb	Karate	Membership	Coach & Club	James C. Oakley	46 days (September 29 to November 14, 2016)	Request withdrawn	Michelle Kropp (Coach & Club)
SDRCC 16-0313 Ordinary Division Med/Arb	Speed Skating	Contract	Athlete	David Bennett	17 days (November 14 to December 1, 2016)	Consent/Settlement	Emir Crowne (Athlete)
SDRCC 16-0314 Ordinary Division Resolution Facilitation	Athletics	Discipline	NSO	John P. Sanderson	29 days (November 15 to December 14, 2016)	Consent/Settlement	
SDRCC 16-0315 Ordinary Division Resolution Facilitation	Weightlifting	Selection	MSO & NSO	Carol L. Roberts	2 days (November 23 to November 25, 2016)	Request withdrawn	
SDRCC 16-0316 Ordinary Division Mediation	Curling	Selection	Athlete	Thierry Bériault	59 days (December 16, 2016 to February 13, 2017)	Consent/Settlement	Steven Indig (NSO)
SDRCC 16-0317 Ordinary Division Arbitration	Cycling	Carding	Athlete	Julie Duranceau	92 days (December 29, 2016 to March 31, 2017)	Consent/Settlement	Marie-Pierre Bérubé (Athlete)
SDRCC 17-0318 Ordinary Division Arbitration	Cricket	Governance	PSO	Richard H. McLaren	(December 31, 2016)	In Progress	Sharan Sodhi (NSO)

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2016 to March 31, 2017)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding	Solution	Legal representative
SDRCC 17-0319 Ordinary Division Arbitration	Goalball	Carding	NSO	Patrice M. Brunet	125 days (February 2 to June 7, 2017)	Appeal denied	Layth Gafoor (Athlete) Steven Indig & Thomas Lutes (NSO)
SDRCC 17-0320 Ordinary Division Arbitration	Taekwondo	Selection	Coach	Larry Banack	19 days (February 24 to March 15, 2017)	Appeal denied	
SDRCC 17-0321 Ordinary Division Arbitration	Cross Country Ski	Selection	NSO	Patrice M. Brunet	2 days (March 11 to March 13, 2017)	Appeal allowed	Leon Pigott (Affected Party)
SDRCC 17-0322 Ordinary Division Arbitration	Cross Country Ski	Selection	Athlete	Patrice M. Brunet	1 day (March 11 to March 12, 2017)	Request withdrawn	

Tribunal Statistics 2016–2017

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2016 to March 31, 2017)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding*	Solution	Legal representative
SDRCC DT 16-0241 Doping Tribunal Arbitration	Football	Athlete		63 days (April 15 to June 17, 2016)	Waiver	Annie Bourgeois (CCES)
SDRCC DT 16-0242 Doping Tribunal Arbitration	Weightlifting	Athlete	L. Yves Fortier	322 days (April 25, 2016 to March 13, 2017)	Sanction: 4-Year Ineligibility	Amelia S. Fouques (Athlete) Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 16-0243 Doping Tribunal Arbitration	Football	Athlete		23 days (May 4 to May 27, 2016)	Waiver	Michaël-Tai Nguyen (Athlete) David Lech (CCES)
SDRCC DT 16-0244 Doping Tribunal Arbitration	Athletics	Athlete		40 days (May 6 to June 15, 2016)	Deemed waiver	
SDRCC DT 16-0245 Doping Tribunal Arbitration	Basketball	Athlete		6 days (May 18 to May 24, 2016)	Waiver	
SDRCC DT 16-0246 Doping Tribunal Arbitration	Football	Athlete	Janie Soublière	151 days (June 10 to November 8, 2016)	Sanction: 4-Year Ineligibility	Emir Crowne & Amanda Fowler (Athlete); Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 16-0247 Doping Tribunal Arbitration	Alpine Ski	Athlete		7 days July 6 to July 13, 2016)	Waiver	
SDRCC DT 16-0248 Doping Tribunal Arbitration	Wrestling	Athlete		39 days (July 7 to August 15, 2016)	Deemed waiver	
SDRCC DT 16-0249 Doping Tribunal Arbitration	Athletics	Athlete	Ross C. Dumoulin	9 days (July 28 to August 6, 2016)	Sanction eliminated	Paul Greene (Athlete) Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 16-0250 Doping Tribunal Arbitration	Cycling	Athlete	Patrice M. Brunet	86 days (December 11, 2016 to March 7, 2017)	Sanction: 4-Year Ineligibility	Annie Bourgeois & Raphaël Buruiana (CCES)
SDRCC DT 16-0251 Doping Tribunal Arbitration	Football	Athlete		0 days (November 23, 2016)	Waiver	
SDRCC DT 16-0252 Doping Tribunal Arbitration	Soccer	Athlete		15 days (November 24 to December 9, 2016)	Waiver	
SDRCC DT 16-0253 Doping Tribunal Arbitration	Football	Athlete		3 days (December 16 to December 19, 2016)	Waiver	

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2016 to March 31, 2017)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding*	Solution	Legal representative
SDRCC DT 17-0254 Doping Tribunal Arbitration	Football	Athlete		78 days (January 24 to April 12, 2017)	Deemed waiver	Annie Bourgeois (CCES)
SDRCC DT 17-0255 Doping Tribunal Arbitration	Cycling	Athlete	Patrice M. Brunet	78 days (March 14 to May 31, 2017)	Sanction: 4-Year Ineligibility	Michaël-Tai Nguyen (Athlete) Annie Bourgeois & Raphaël Buruiana (CCES)
SDRCC DT 17-0256 Doping Tribunal Arbitration	Soccer	Athlete	Patrice M. Brunet	47 days (February 24 to April 12, 2017)	Sanction: 2-Year Ineligibility	Emir Crowne & Timothy Cullen (Athlete) David Lech, Alexandre Maltas & Meredith MacGregor (CCES)
SDRCC DT 17-0257 Doping Tribunal Arbitration	Judo	Athlete		9 days (February 22 to March 3, 2017)	Waiver	David Lech (CCES)
SDRCC DT 17-0258 Doping Tribunal Arbitration	Basketball	Athlete		7 days (March 24 to March 31, 2017)	Waiver	
SDRCC DT 17-0259 Doping Tribunal Arbitration	Hockey	Athlete		5 days (March 24 to March 29, 2017)	Waiver	

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

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 statement of financial position as at March 31, 2017, and the statements of changes in net assets, operations and cash flows for the year then ended, 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 audit. We conducted our audit 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, 2017, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Collins Barrow Montréal S.E.N.C.A.L./LLP ¹

Montréal, Québec
July 20, 2017

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



SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2017

	2017	2016
ASSETS		
Current		
Cash (Note 3)	\$ 292,732	\$ 56,276
Accounts receivable (Note 4)	19,691	182,299
Prepaid expenses	<u>5,599</u>	<u>2,918</u>
	318,022	241,493
Capital assets (Note 5)	14,712	14,545
Long-term deposit	<u>10,270</u>	<u>10,270</u>
	<u>\$ 343,004</u>	<u>\$ 266,308</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 6)	\$ 157,382	\$ 133,017
Reimbursement of excess contribution, payable on demand and non-interest bearing (Note 7)	<u>90,300</u>	<u>46,128</u>
	<u>247,682</u>	<u>179,145</u>
NET ASSETS		
Invested in capital assets	14,711	14,544
Unrestricted	<u>80,611</u>	<u>72,619</u>
	<u>95,322</u>	<u>87,163</u>
	<u>\$ 343,004</u>	<u>\$ 266,308</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, 2017

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2017</u>	<u>2016</u>
Balance, beginning of year	\$ 14,544	\$ 72,619	\$ 87,163	\$ 72,215
Excess (deficiency) of revenue over expenditures for the year	(4,363)	12,522	8,159	14,948
Investment in capital assets	<u>4,530</u>	<u>(4,530)</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 14,711</u>	<u>\$ 80,611</u>	<u>\$ 95,322</u>	<u>\$ 87,163</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
Revenue		
Contribution (Note 7)	\$ 1,094,941	\$ 1,140,000
Other revenue	164	7
Reimbursement of excess contribution (Note 7)	<u>(90,300)</u>	<u>(46,128)</u>
	<u>1,004,805</u>	<u>1,093,879</u>
Expenditures		
Administration		
Office	64,367	62,734
General administration	18,558	24,869
Communications and promotion	2,992	1,874
Interest and bank charges	579	629
Amortization	<u>4,363</u>	<u>4,819</u>
	<u>90,859</u>	<u>94,925</u>
Governance		
Board meetings	17,404	38,828
Compliance	<u>30,628</u>	<u>28,509</u>
	<u>48,032</u>	<u>67,337</u>
Human resources		
Salaries and benefits	405,869	413,495
Training	5,854	4,487
Human resource management	<u>7,570</u>	<u>12,640</u>
	<u>419,293</u>	<u>430,622</u>
Official languages		
Translation for tribunal	36,072	48,856
General translation	10,114	5,412
Interpretation	1,720	290
Language training	<u>884</u>	<u>600</u>
	<u>48,790</u>	<u>55,158</u>
Operations		
Arbitrator and mediator fees	281,069	314,492
Case management	17,943	22,216
Training of arbitrators and mediators	29,610	69,416
Workshops	6,642	13,805
Outreach	22,897	8,234
Publications	<u>39,340</u>	<u>20,373</u>
	<u>397,501</u>	<u>448,536</u>
	<u>1,004,475</u>	<u>1,096,578</u>
Excess (deficiency) of revenue over expenditures before net independent revenues	<u>330</u>	<u>(2,699)</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF OPERATIONS (cont'd.)
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
Independent		
Independent revenues	14,965	33,162
Events	(887)	(14,681)
Tribunal services	(5,724)	-
Miscellaneous	(525)	(834)
	<u>7,829</u>	<u>17,647</u>
Excess of revenue over expenditures for the year (Note 7)	<u>\$ 8,159</u>	<u>\$ 14,948</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2017

	2017	2016
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ 8,159	\$ 14,948
Adjustment for		
Amortization of capital assets	<u>4,363</u>	<u>4,819</u>
	12,522	19,767
Net change in non-cash working capital items		
Decrease (increase) in accounts receivable	162,608	(125,889)
(Increase) decrease in prepaid expenses	(2,681)	7,558
Increase (decrease) in accounts payable and accrued liabilities	24,365	(21,454)
Increase in contribution payable	<u>44,172</u>	<u>39,368</u>
	240,986	(80,650)
Cash flows from investing activity		
Purchase of capital assets	<u>(4,530)</u>	<u>(1,478)</u>
Increase (decrease) in cash	236,456	(82,128)
Cash, beginning of year	<u>56,276</u>	<u>138,404</u>
Cash, end of year	<u>\$ 292,732</u>	<u>\$ 56,276</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2017

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. 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%

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2017

2. Significant accounting policies (cont'd.)

(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 and deposits.

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

(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.

3. Restricted cash

Included in cash are restricted funds of \$229,161 (2016 - \$757) 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.

4. Accounts receivable

	<u>2017</u>	<u>2016</u>
Contribution receivable from the Government of Canada (Sport Canada)	\$ -	\$ 140,000
Grant receivable from the City of Vancouver	-	4,000
Sales taxes receivable	18,718	30,084
Other receivables	973	8,215
	<u>\$ 19,691</u>	<u>\$ 182,299</u>

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2017

5. Capital assets

			<u>2017</u>	<u>2016</u>
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 50,255	\$ 44,164	\$ 6,091	\$ 6,151
Computer equipment	<u>46,728</u>	<u>38,107</u>	<u>8,621</u>	<u>8,394</u>
	<u>\$ 96,983</u>	<u>\$ 82,271</u>	<u>\$ 14,712</u>	<u>\$ 14,545</u>

6. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities are payroll deductions at source of \$Nil (2016 - \$16,914).

7. Government contributions

During the year, the organization was granted \$1,094,941 (2016 - \$1,140,000) in financial assistance from the Government of Canada (Sport Canada). The entire amount has been included in revenue. As at March 31, 2017, there is a net balance payable to the Government of Canada (Sport Canada) of \$90,300 (2016 - \$46,128) which has been recorded in the financial statements.

Per their agreement with the Government of Canada (Sport Canada), the reimbursement of the excess contribution consists of the following:

	<u>2017</u>	<u>2016</u>
Excess of revenue over expenditures for the year	\$ 8,159	\$ 14,948
Reimbursement of excess contribution	<u>90,300</u>	<u>46,128</u>
Revenue before adjustment for contribution	98,459	61,076
Other revenue (net of expenses)	(7,992)	(18,289)
Amortization	4,363	4,819
Capital assets acquisition for the year	<u>(4,530)</u>	<u>(1,478)</u>
Reimbursement of excess contribution	<u>\$ 90,300</u>	<u>\$ 46,128</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, 2017

8. Commitments

The organization has an operating lease for its premises expiring November 30, 2017 and is currently in negotiations to renew its lease.

The minimum annual lease payment for the next year is \$35,394.

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.

10. 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 of Sport and Persons with Disabilities. 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 Permanent Committee Membership (as of March 31, 2017):

DAVID DE VLIENER (Calgary, AB)
Chairman of the Board of Directors
Chairman, Executive Committee
(The Chairman is an ex officio member of all committees except the Audit Committee)

DAVID J. BILINSKY (Vancouver, BC)
(until February 7, 2017)
Vice-Chair, Audit & Finance Committee
ADR Services Committee
Partnership and Business Development Committee

MICHAEL J. BRUNI (Calgary, AB)
ADR Services Committee
Complaints Committee

SHU-TAI CHENG (Ottawa, ON)
ADR Services Committee
Executive Committee

LINDA CUTHBERT (Toronto, ON)
(as of March 22, 2017)
Audit & Finance Committee
Partnership and Business Development Committee

JEAN R. DUPRÉ (Montréal, QC)
Chairman, Partnership and Business Development Committee
Executive Committee

SUSAN KITCHEN (Toronto, ON)
Vice-Chair, Partnership and Business Development Committee
Complaints Committee

MARG MCGREGOR (Ottawa, ON)
Executive Committee
Partnership and Business Development Committee

THE HONOURABLE GRAEME MEW (Kingston, ON)
Vice-Chair, ADR Services Committee
Complaints Committee

ANDRÉANNE MORIN (Montreal, QC)
Vice-Chair, Complaints Committee
ADR Services Committee

DASHA PEREGOUDOVA (Toronto, ON)
Chairperson, Complaints Committee
Audit & Finance Committee
Partnership and Business Development Committee

WILLIAM L. RYAN (Halifax, NS)
Chairman, Audit & Finance Committee
Executive Committee

ANTHONY WRIGHT (Vancouver, BC)
Chairman, ADR Services Committee
Executive Committee

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



Staff

The Centre has six full-time permanent staff members including the Chief Executive Officer, Marie-Claude Asselin:

Liane Mendelsohn, Administrative Assistant
Tanya Gates, Operations Manager
Cynthia Colas Livernois, Education and Communication Coordinator
(until March 9, 2017)
Christina Beauchamp, Case Manager
Philippe N'Djoré-Acka, Partnerships and Promotion Coordinator
(since February 20, 2017)
Laurence Marquis, Education and Communication Coordinator
(from April 18 to June 5, 2017)
Stéphane Grégoire, Education and Communication Coordinator
(since July 24, 2017)

Bookkeeper:

Danielle Comeau (consultant) was contracted as bookkeeper until September 30, 2016. The Regroupement Loisir et Sport du Québec (RLSQ) was contracted by the Centre to provide bookkeeping services effective October 1, 2016.

Auditor:

The firm Collins Barrow, Chartered Accountants, was appointed by the Board of Directors as the independent auditor for the 2016–2017 Period.

Arbitrators and Mediators

as of March 31, 2017

Arbitrators

The Honourable Robert P. Armstrong (Ontario)
Larry Banack (Ontario)
David Bennett (Ontario)
Patrice M. Brunet (Quebec)
The Honourable Robert Décary (Quebec)
Jane H. Devlin (Ontario)
Stephen L. Drymer (Quebec)
Ross C. Dumoulin (Ontario)
L. Yves Fortier (Quebec)
Roger Gunn (Alberta)
James W. Hedley (Manitoba)
Janice Johnston (Ontario)
Andrew D. McDougall (Ontario)
Richard H. McLaren (Ontario)
James Oakley (Newfoundland)
Jeffrey Palamar (Manitoba)
Gordon E. Peterson (Ontario)
Richard W. Pound (Quebec)
Carol L. Roberts (British Columbia)
Tricia C.M. Smith (British Columbia)
Janie Soublière (Quebec)
Allan Stitt (Ontario)
John Harrison Welbourn (Alberta)

Mediators

Roger Beaudry (Ontario)
David Bennett (Ontario)
Thierry Bériault (Quebec)
Dominique F. Bourcheix (Quebec)
Rick Brooks (Ontario)
John Curtis (Ontario)
Jane H. Devlin (Ontario)
Stephen L. Drymer (Quebec)
Julie Duranceau (Quebec)
Steven C. Gaon (Ontario)
Paul Denis Godin (Ontario)
Roger Gunn (Alberta)
Ian Johnson (Ontario)
Janice Johnston (Ontario)
Kathleen J. Kelly (Ontario)
Peter J. Mackeigan (Nova Scotia)
James Oakley (Newfoundland)
Louise Pellefier (Manitoba)
Gordon E. Peterson (Ontario)
Carol L. Roberts (British Columbia)
John P. Sanderson (British Columbia)
Anne Sone (Ontario)
Allan Stitt (Ontario)
George W. Taylor (Ontario)
Cayley Jane Thomas (Northwest Territories)

CLOSING THE LOOP:

PROPOSAL FOR A SPORT OMBUDS IN CANADA

FINAL REPORT // MARCH 31, 2017

Appendix A: Executive Summary

It has been more than 15 years since an expert working group recommended the creation of an ombuds office for amateur sport in Canada. In early 2016, the Sport Dispute Resolution Centre of Canada (the "Centre") formed an *ad hoc* committee (the "Committee") to revisit the concept and provide recommendations on creating a sport ombuds program.

Based on extensive feedback from recent stakeholder consultations, the Committee has concluded that there remains a strong interest and a clearly defined need for such an office. While there are many existing ombuds-type programs in Canada, none meets all of the specific needs identified during the Committee's consultative phase.

For the sport ombuds office to be successful, it must be user-friendly, which means a nimble, responsive, and accessible customer service model. It must also complement, not duplicate, those services already available to the sport community.

Based on the stakeholder feedback, followed by extensive research and analysis, the Committee is recommending a creative and progressive hybrid approach that combines elements of traditional ombuds functions while adding other features designed to meet the unique needs of the Canadian sport system. Housed within the Centre and reporting to an independent advisory committee, the main functions of the ombuds would be to: informally resolve conflicts and other issues; investigate complaints and make

recommendations; provide advice and referrals; monitor trends and emerging issues; and manage the ombuds office.

The recommended two-tiered approach recognizes the jurisdictional limitations on a federal ombuds while providing valuable services to a broad swath of the Canadian sport community. The program would therefore offer distinct services depending on the origin and nature of the complaint. "Tier 1" services would be available to members and employees of sport organizations funded by Sport Canada and would

include referral of users to an existing service; compelling of these organizations to cooperate in investigations; and recommendations

on specific complaints. "Tier 2" services would be offered when complaints originate from a provincial/territorial, municipal, or club level. The ombuds office would act more as an information, advice and referral service. Tier 1 services may be made available in certain regions subject to funding from provincial/territorial governments.

The Committee recommends a two-stage implementation: over the short term, through an interim program offered under the auspices of the Centre, followed by a permanent ombuds program created through amendments to the *Physical Activity and Sport Act* (S.C. 2003, c.2).

Tier 1 services may be made available in certain regions subject to funding from provincial/territorial governments.

THE CENTRE WISHES TO THANK THE AD HOC COMMITTEE MEMBERS FOR THEIR CONTRIBUTION:

David de Vlieger (Chairman), Sylvie Bernier, Michael Bruni, Jocelyn East, Frank Fowlie, Peter Lawless, Karin Lofstrom, John Ruger, Anthony Wright and Marie-Claude Asselin (ex-officio).

The full report is available on the Centre's website: www.crdsc-sdrcc.ca

Sport Dispute Resolution Centre of Canada

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www.crdsc-sdrcc.ca



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