



Corporate Plan for the 2018-2019 Fiscal Year

March 1st, 2018

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Background and Governance

THE CANADIAN SPORT POLICY

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

STATUTORY MANDATE

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

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

CLIENTELE

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

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

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

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

GOVERNING LEGISLATION

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

ORGANIZATIONAL STRUCTURE

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

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

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

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

Members of the Board of Directors during the 2017-2018 fiscal year:

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

Permanent staff members during the 2017-2018 fiscal year:

- Marie-Claude Asselin, Chief Executive Officer
- Liane Mendelsohn, Administrative Assistant
- Tanya Gates, Operations Manager
- Christina Beauchamp, Case Manager (*on parental leave at time of printing*)
- Philippe N'Djoré-Acka, Partnerships and Promotion Coordinator (*until January 23, 2018*)
- Laurence Marquis, Education and Communication Coordinator (*From April 18 to June 5, 2017*)
- Stéphane Grégoire, Education and Communication Coordinator (*since July 24, 2017*)

The firm Collins Barrow was appointed by the Board of Directors as the independent auditor for the 2017-2018 fiscal year.

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

Arbitrators and Mediators Appointed until April 30, 2021, by Province:

Alberta

Roger Gunn (Mediator)
Sue Lambert (Mediator)
Michelle Simpson (Mediator)
John Harrison Welbourn (Arbitrator)

British Columbia

Paul Denis Godin (Mediator)
Peter Lawless (Arbitrator)
Simon Margolis (Mediator/Arbitrator)
Hugh McCall (Mediator/Arbitrator)
JJ McIntyre (Arbitrator)
Carol Roberts (Mediator/Arbitrator)
John P. Sanderson (Mediator)

Manitoba

Jeffrey Palamar (Arbitrator)
Louise Pelletier (Mediator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator/Arbitrator)

Northwest Territories

Cayley Jane Thomas (Mediator)

Nova Scotia

Peter J. MacKeigan (Mediator)

Ontario

Bruce Ally (Mediator)
The Honourable Robert P. Armstrong (Arbitrator)
Larry Banack (Arbitrator)
David Bennett (Mediator/Arbitrator)
Rick Brooks (Mediator)

Ontario (*continued*)

John Curtis (Mediator)
Kileen Dagg Centurione (Mediator)
Ross C. Dumoulin (Arbitrator)
Jonathan Fidler (Mediator/ Arbitrator)
Steven C. Gaon (Mediator)
Thomas Heintzman (Mediator/Arbitrator)
Janice Johnston (Mediator/ Arbitrator)
Richard H. McLaren (Arbitrator)
Robert Néron (Arbitrator)
Aaron Ogletree (Mediator/ Arbitrator)
Gordon E. Peterson (Mediator/ Arbitrator)
Anne Sone (Mediator)
Allan Stitt (Mediator/Arbitrator)
Jennifer Webster (Mediator/ Arbitrator)
Matthew Wilson (Arbitrator)

Quebec

Marie-Claire Belleau (Mediator)
Thierry Bériault (Mediator)
Dominique F. Bourcheix (Mediator)
Patrice M. Brunet (Arbitrator)
Sarah Daitch (Mediator)
The Honourable Robert Décary (Arbitrator)
Stephen L. Drymer (Mediator/Arbitrator)
Julie Duranceau (Mediator)
L. Yves Fortier (Mediator/Arbitrator)
Richard W. Pound (Arbitrator)
Janie Soublière (Arbitrator)
Patrick Zakaria (Mediator)

Saskatchewan

Charmaine Panko (Mediator/Arbitrator)

Multi-Year Strategy and Objectives for 2016-2020

LONG-TERM OBJECTIVES 2016-2020

The Board of Directors has adopted the following as its vision statement: “A culture of fairness, integrity and respect is embraced in Canadian sport and beyond”. In aiming to achieve this vision, the Centre seeks to provide global leadership in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada. Following extensive consultation and discussion, the Board has endorsed a strategic plan to guide the Centre’s activities over the 2016-2020 quadrennial. The plan has four strategic pillars, each with an overarching goal expressed as the desired outcome.

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

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

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

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

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

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

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

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

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

Pillar 4: Pursuing Organizational Excellence

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

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

REPORT ON ACTIVITIES 2017-2018

- From April 1st, 2017 to February 26, 2018, the Centre managed 50 new sport disputes, including 15 anti-doping violation assertions and five (5) doping appeals. Eight (8) of these new cases were related to the selection of Canadian athletes for the PyeongChang 2018 Olympic Winter Games and the 2018 Gold Coast Commonwealth Games. Further to an agreement between the Canadian Centre of Ethics in Sport and a national sport organization which is not funded by Sport Canada, the Centre handled an additional 11 doping cases on a fee-for-service basis.
- The Centre completed its roster renewal process to bring the total number of arbitrators and mediators to 50. Nineteen (19) new roster members participated in an orientation session which was held in conjunction with the annual Mediator and Arbitrator Conference. The roster remuneration scheme was amended to better control operating costs.
- A customized Case Management Portal (CMP) platform was developed as the Centre entered into its first licensing agreement with a mediation clinic.
- Two (2) national sport organizations hired the Centre on a fee-for-service basis to provide independent, professional case management services for their internal discipline or internal appeal processes. The Centre delivers such services through a generic Canadian sport CMP platform.
- Early Resolution Facilitation was introduced to encourage resolution of disputes before the internal appeal process is conducted. Some MSOs and NSOs are already taking advantage of this service and a few have formally added it to their internal appeal policies.
- Agreements are in place with partners in British Columbia to initiate the first pilot of the Sport Law Connect Program. A second province has already agreed in principle to also implement the program.
- Staff attended the 2017 Canada Summer Games in Winnipeg to offer on-site dispute resolution services and distribute educational material to Games participants. Two (2) games-related disputes were resolved.
- The Centre continued to actively provide outreach to the sport community. At the time of printing staff members have attended 22 partner events or conferences, facilitated 29 workshops including five (5) by webinar, and distributed dispute prevention and resolution publications with its kiosk at 9 events. Eight (8) packages of education materials were sent to new national sport organization senior staff members.
- A new workshop on negotiation skills for sport leaders and a new resource for sport administrators on anti-doping proceedings were developed.
- The Centre's Board achieved an equitable gender balance with the appointment of a new director to replace a mid-term resignation.
- The Centre liaised with NSOs and MSOs to garner support for the creation of an ombudsperson service for the Canadian sport community.
- During the period, the Centre complied with its legislative and contractual obligations.

Objectives and Planned Initiatives for 2018-2019

STRATEGIC PRIORITIES 2018-2019

The Centre's strategic priorities for the 2018-2019 fiscal year include: (i) continuing to provide professional, cost-effective and timely dispute resolution services; (ii) fostering strategic relationships to enhance interaction and increase awareness of its dispute prevention initiatives; (iii) continuing to seek collaboration opportunities to assist members of the Canadian sport community in the efficient resolution of sport disputes; (iv) supporting the sport community in the establishment of an ombudsperson service; and (v) continuing to practice transparent and responsible management and governance.

In delivering on its statutory mandate, the Centre's projected activities for the 2018-2019 fiscal year will ensure that the two core elements of its services, the Dispute Resolution Secretariat and the Dispute Prevention Resource Centre, are maintained and enhanced.

When disputes arise, the Dispute Resolution Secretariat will continue to provide professional dispute resolution services to NSOs, MSOs and CSCs. It will also seek to share its case management expertise and assist sport organizations with their internal processes on a fee-for-service basis.

The primary objective of the Dispute Prevention Resource Centre is to provide information and tools to assist all members of the sport community in preventing disputes and to enhance the capacity of NSOs, MSOs and CSCs to resolve those disputes that cannot be prevented. In the 2018-2019 fiscal year, the Centre will further expand the reach of its education and dispute resolution resources and actively explore opportunities for collaboration with sport organizations at the national, provincial and territorial levels to promote a culture of fairness, integrity and respect within the Canadian sport system.

The Centre will continue to work with key stakeholders to secure funding and support for the implementation of an ombudsperson service that meets the needs and means of the Canadian sport community.

In the pursuit of organizational excellence, the Centre will continue to apply strong governance and business practices while carrying out its mandate in full compliance with the Act and with the requirements of the Government of Canada in the delivery of its services.

OBJECTIVES AND INITIATIVES 2018-2019

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

Initiatives:

- Provide professional development to SDRCC Arbitrators, Mediators and Board members at annual conference to be held in Winnipeg, and develop webinars to offer supplemental training opportunities between conferences;
- Promote and expand the Centre's case management services to assist sport organizations with their disciplinary processes and internal appeals;
- Offer on-site dispute resolution services at the 2019 Canada Winter Games;
- Continue to develop new tools and resources for SDRCC Arbitrators and Mediators.

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

Initiatives:

- Launch the Sport Law Connect program and define plan for expansion to other provinces;
- Investigate further opportunities to collaborate with other multisport service organizations to develop and deliver new dispute prevention education initiatives to the sport community;
- Revisit the concept, format and distribution of the Centre's newsletter and other publications;
- Offer and promote a sport dispute prevention and resolution webinar series to the sport community.

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

Initiatives:

- Continue to collaborate with Sport Canada and/or other stakeholders to secure funding and support for the program and to develop an implementation plan;
- Assess the potential risks to the Centre associated with the implementation of the program and develop mitigation strategies.

Pillar 4: Pursuing Organizational Excellence

Initiatives:

- Monitor and evaluate the Case Management Portal licensing pilot program and establish a strategy to promote this service to other organizations;
- Survey the Canadian sport community to evaluate the Centre against the key performance indicators in its Results-based Management and Accountability Framework;
- Continue to promote the Centre's fee-for-service offerings;
- Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2018-2019

Consistent with the objectives and planned initiatives for 2018-2019, the total proposed budget for this fiscal year is \$1,100,000 broken down as follows:

ADMINISTRATION	110,000
GOVERNANCE	45,000
OFFICIAL LANGUAGES	39,000
OPERATIONS	392,000
HUMAN RESOURCES	514,000
TOTAL EXPENSES	1,100,000
FUNDING REQUESTED FROM SPORT CANADA	1, 100,000

DISTRIBUTION BY FUNDING BLOCK

