



## Corporate Plan for the 2020-2021 Fiscal Year

March 1<sup>st</sup>, 2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA (SDRCC)

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## Background and Governance

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### 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 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. Six new members were appointed to the Centre's Board of Directors and a new Chairperson was named by the Minister of Science and Sport during the 2019-2020 fiscal year.

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 six 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 2019-2020 fiscal year:**

*Current Directors as of March 1, 2020:*

- William L. Ryan, Chairperson
- Aaron Bruce
- Michael J. Bruni
- Shu-Tai Cheng
- Linda Cuthbert
- Alex Harvey
- Brad Kielmann
- Susan Kitchen
- Sandrine Mainville
- Lanni Marchant
- The Honourable Graeme Mew
- Marisha Roman
- Marie-Claude Asselin (Chief Executive Officer, *ex officio*)

*Directors whose term ended during the 2019-2020 fiscal year:*

- David de Vlieger (Chairperson)
- Jean R. Dupré
- Marg McGregor
- Andréanne Morin
- Dasha Peregoudova
- Anthony Wright

**Permanent staff members during the 2019-2020 fiscal year:**

- Marie-Claude Asselin, Chief Executive Officer
- Tanya Gates, Director of Operations
- Martin Gariépy, Communication and Promotion Officer
- Eleni Siganos, Education and Partnerships Coordinator
- Alexandra Lojen, Case Manager
- Kirsten Whelan, Assistant Case Manager (*since August 26, 2019*)
- Fifi Manesa, Administrative Assistant (*since December 16, 2019*)

The firm Baker Tilly was appointed by the Board of Directors as the independent auditor for the 2019-2020 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)

**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)  
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)  
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)  
Louise Pelletier (Mediator)

## Multi-Year Strategy and Objectives for 2020-2024

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### LONG-TERM OBJECTIVES 2020-2024

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 leadership in sport dispute prevention and resolution, while fostering a culture of integrity, procedural fairness and respect. Following extensive stakeholder consultations and discussions, the Board has endorsed a strategic plan comprised of four priority areas to guide the Centre’s activities over the 2020-2024 quadrennial.

#### **Providing Sport Dispute Resolution Services**

Goal: To provide fair, impartial, timely, and cost-effective solutions to sport disputes

Strategies identified to achieve this goal include: maintaining the highest quality of expertise to deliver effective professional dispute resolution services; reviewing procedural rules to ensure they are current and compliant; and refining processes to better guide and assist parties in disputes.

#### **Strengthening the Capacity of the Sport Community to Prevent and Resolve Disputes**

Goal: To maximize the value of educational programs and initiatives for stakeholders

Strategies identified to achieve this goal include: modernizing the delivery of existing tools and resources to increase their accessibility; developing new programs and resources to best meet stakeholder needs; and strengthening partnerships to broaden the reach and impact of programs and initiatives.

#### **Supporting Integrity in Sport**

Goal: To support the Canadian sport community to address and resolve concerns about maltreatment in sport

Strategies identified to achieve this goal include: facilitating access to systems, resources, and a safe environment to effectively address maltreatment in sport; and contributing leadership and expertise to establish in a timely manner an effective safe sport system.

#### **Pursuing Organizational Excellence**

Goal: To maintain the Centre as an inclusive, sustainable, accountable, and responsible model of good governance

Strategies identified to achieve this goal include: optimizing the effectiveness of the Centre’s operations, services, and programs; strengthening governance through Board development; and cultivating an inclusive, respectful and fulfilling work environment.



## REPORT ON ACTIVITIES 2019-2020

- From April 1, 2019 to February 24, 2020, the Centre received 66 new sport disputes, including 11 anti-doping rule violation assertions, three doping appeals, as well as three doping cases on a fee-for-service basis.
- The Centre has continued to promote the use of Early Resolution Facilitation to all federally-funded sport organizations. At the time of printing, nine such requests were received including five related to athlete carding.
- The Centre's annual Mediator and Arbitrator Conference was held in Montreal, Quebec, under the theme "Fostering Integrity in Sport with Dispute Resolution". In collaboration with the Court of Arbitration for Sport, the event attracted a record 170 participants from 12 countries to the public seminar on January 30, 2020.
- Following a successful launch of the Sport Law Connect Program pilot project in British Columbia, the program was expanded to Manitoba in partnership with Sport Manitoba. Orientation and training sessions were conducted with law students from Robson Hall and members of the ADR Institute of Manitoba.
- An updated version of the brochure *Dispute Prevention for Coaches* was created in collaboration with the Coaching Association of Canada and introduced at the 2019 Sport Leadership Conference.
- The Centre continued to actively reach out to the sport community. At the time of printing staff members have attended 16 partner events or conferences, facilitated 25 workshops including three by webinar, and distributed dispute prevention and resolution publications with its kiosk at five events.
- Prairie Research Associates (PRA) was retained to evaluate the Canadian Sport Helpline and Investigation Unit pilot projects. The final report and recommendations will be presented before the end of the fiscal year.
- A second promotional campaign for the Canadian Sport Helpline was conducted through social media platforms, posters and business cards were distributed to national and provincial sport organizations throughout Canada, with ready-to-print versions also available online.
- With the addition of 12 new members, the Investigation Unit now covers eight provinces and territories with a total of 25 investigators, four of whom are fully bilingual.
- Six new Board members were appointed by the Minister of Science and Sport and a new Chairperson was named. A comprehensive orientation session was conducted and an updated version of the Board Handbook was circulated in June 2019.
- An external consultant was engaged to facilitate the development of a new long-term strategic plan. Extensive stakeholder consultations took place from September 2019 to January 2020. The 2020-2024 plan will be finalised and published on the Centre's website by the end of the fiscal year.
- During the period, the Centre complied with its legislative and contractual obligations.

## Objectives and Planned Initiatives for 2020-2021

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### STRATEGIC PRIORITIES 2020-2021

The Centre's strategic priorities for the 2020-2021 fiscal year include: (i) delivering effective and professional sport dispute resolution services; (ii) increasing accessibility to dispute prevention tools and resources; (iii) continuing to develop partnerships to assist members of the Canadian sport community in the efficient resolution of sport disputes; (iv) continuing to support the sport community to address maltreatment in sport; and (v) practicing transparent, sustainable and responsible management and governance.

In delivering on its statutory mandate, the Centre's projected activities for the 2020-2021 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 in sport, the Dispute Resolution Secretariat will continue to provide fair, impartial, timely and cost-effective solutions to NSOs, MSOs and CSCs.

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 2020-2021 fiscal year, the Centre will seek to improve the awareness and reach of its educational programs and services, and continue to 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 also continue to support the Canadian Sport Community to address and resolve concerns about maltreatment in sport by extending the Canadian Sport Helpline and the Investigation Unit pilot project services.

In the pursuit of organizational excellence, the Centre will update its risk management system, strengthen its policies and 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 2020-2021**

### **Providing Sport Dispute Resolution Services**

#### Initiatives:

- Renew the roster of mediators and arbitrators and implement a program to increase opportunities for women in sport dispute resolution;
- Review and update the Canadian Sport Dispute Resolution Code, in part to comply with upcoming anti-doping rule changes;
- Improve accessibility of information and resources to simplify the Centre's dispute resolution services for parties.

### **Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes**

#### Initiatives:

- Maintain the Sport Law Connect Program in British Columbia and Manitoba, and collaborate with other provinces and territories to expand the program.
- Explore opportunities to improve access to the Centre's online tools and resources;
- Enhance presence on social media and improve communication tools to increase engagement and awareness.

### **Supporting Integrity in Sport**

#### Initiatives:

- Maintain the Canadian Sport Helpline and Investigation Unit programs, until no longer required;
- Support the Advisory Committee in implementing the recommendations from the independent evaluation firm in order to improve the services of the Canadian Sport Helpline and Investigation Unit;
- Provide expertise, as required, to stakeholders across the country in support of their efforts to end maltreatment in sport.

### **Pursuing Organizational Excellence**

#### Initiatives:

- Review and update the Centre's Risk Management system;
- Align the Board Committee structure and composition with the new Strategic Plan priorities;
- Strengthen the Centre's policies regarding official languages, inclusion and diversity.
- Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the Centre is a party.

**BUDGET 2020-2021**

Consistent with the objectives and planned initiatives for 2020-2021, the total proposed budget for this fiscal year is \$1,372,500 broken down as follows:

ADMINISTRATION	110,000
GOVERNANCE	40,000
OFFICIAL LANGUAGES	38,500
OPERATIONS	385,000
HUMAN RESOURCES	526,500
GENDER EQUITY AND SAFETY IN SPORT (Above-reference Level Funding)	272,500
<b>TOTAL EXPENSES</b>	<b>1,372,500</b>
CORE FUNDING REQUESTED FROM SPORT CANADA	1,100,000
ABOVE-REFERENCE LEVEL FUNDING	272,500

**CORE FUNDING DISTRIBUTION BY BLOCK**

