



Corporate Plan for the 2023-2024 Fiscal Year

March 1st, 2023

SPORT DISPUTE RESOLUTION CENTRE OF CANADA (SDRCC)

1080 Beaver Hall Hill
Suite 950
Montréal, Québec
Canada H2Z 1S8

Telephone:
1-866-733-7767 (toll-free)
1-514-866-1245 (local)

Fax:
1-877-733-1246 (toll-free)
1-514-866-1246 (local)

Websites:
www.crdsc-sdrcc.ca
www.abuse-free-sport.ca
www.sportintegritycommissioner.ca

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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 with a mission 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.

In addition to the Centre’s statutory mandate, the Government of Canada designated the Centre on July 6, 2021, to deliver an independent safe sport mechanism to oversee the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) for federally-funded sport organizations. Therefore, the Centre launched the Abuse-Free Sport program on June 20, 2022.

CLIENTELE

Sport Canada’s accountability framework requires that all national sport organizations (NSOs), multisport services organizations (MSOs) and Canadian sport centres and institutes (CSCIs) 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 CSCIs, 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 new Abuse-Free Sport program is currently being deployed at the national level of the sport system. The Centre will rely on the collaboration of provincial and territorial jurisdictions, as well as other partners, to established a harmonized approach to offer safer environments for all sport participants in Canada.

The Centre’s education and prevention services, including those aimed at preventing discrimination, abuse and harassment, 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 His 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. Due to a Board member not seeking a second mandate, the Centre is awaiting the announcement of a replacement by the Minister.

The role of the SDRCC Board members is to provide strategic direction, to approve its strategic plan and the policies necessary for its implementation, and to ensure that the SDRCC management has the necessary resources to deliver on its performance objectives.

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.

ABUSE-FREE SPORT PROGRAM

The central component of the Abuse-Free Sport program is the Office of the Sport Integrity Commissioner (OSIC), an new independent division of the Centre responsible to administer the UCCMS using trauma-informed processes that are compassionate, efficient and provide fairness, respect and equity to all parties involved. The OSIC is functionally independent from the Centre’s management.

The Secretariat and the Resource Centre have also seen the scope of their operations expanded with the implementation of the new Abuse-Free Sport program.

The Centre coordinated the establishment of the Maltreatment in Sport Sanctions Council (MSSC), the volunteer body overseeing the operations of the new independent function of Director of Sanctions and Outcomes (DSO). The MSSC is accountable to the Canadian sport community to address discipline and sanctions when maltreatment in sport occurs. The SDRCC has no operational authority over this Council. The DSO is broadly responsible to defend the interests of safe sport and has complete authority to impose sanctions on participants of organizations that have signed onto the Abuse-Free Sport program.

Members of the Board of Directors during the 2022-2023 fiscal year:

Current Directors as of March 1, 2023:

- Brad Kielmann, Chairperson
- Aaron Bruce
- Pierre Chabot
- Katie Damphouse
- Alex Harvey
- Kevin Kelly
- Marie-Claude Asselin (Chief Executive Officer, *ex officio*)
- Heather Kemkaran-Antymniuk
- Nick Lenehan
- Lanni Marchant
- Dorianne Mullin
- Alice Strachan

Staff members as of March 1, 2023:

Administration:

- Marie-Claude Asselin, Chief Executive Officer
- Rick Hunger, Senior Director
- Tanya Gates, Director of Operations
- Claudine Lanouette, Director of Finance
- Michael Vamelkin, IT Technician

Dispute Resolution Secretariat:

- Alexandra Lojen, Case Manager (*on parental leave at time of printing*)
- Jérôme Fontaine-Benedetti, Case Manager
- Sean Côté, Assistant Case Manager
- Julianne Zussman, Assistant Case Manager

Resource Centre:

- Liddia Touch Kol, Resource Centre Manager
- Nikolas Martin, Support and Wellness Coordinator
- Kevin Farrell, Education and Policy Support Coordinator
- Arianne Cloux, Communication and Promotion Coordinator

Office of the Sport Integrity Commissioner:

- Sarah-Ève Pelletier, Commissioner
- Sarah Atkinson, Director of Investigations and Assessments
- Nalini Jugnundan, Deputy Director, Investigations and Assessments
- Kirsten Whelan, Program Manager
- Arnaud, Anderson, Program Coordinator
- Ashley Csiszer, Program Coordinator
- Alexander Ducic, Program Coordinator

The firm Baker Tilly was appointed by the Board of Directors as the independent auditor for the 2022-2023 fiscal year.

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

Arbitrators and Mediators Appointed until April 30, 2024, by Province:

Alberta

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

British Columbia

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

Manitoba

Jeffrey Palamar (Arbitrator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator / Arbitrator)

Nova Scotia

David Merrigan (Arbitrator)

Ontario

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

Ontario (continued)

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

Quebec

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

Saskatchewan

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

Women in Arbitration Mentorship Program Participants:

Marie-Claire Belleau (Quebec)
Kim Bodnarchuk (Saskatchewan)
Robin Dodokin (Ontario)
Dana Hirsh (Ontario)
Kasia Kieloch (Manitoba)
Rekha Lakra (Ontario)

Laurence Marquis (Quebec)
Clarisse N’Kaa Batera (Quebec)
Tiffany Paulsen (Saskatchewan)
Liz Roberts (Ontario)
Ambrosia Varaschin (Saskatchewan)

OSIC Independent Investigators and Assessors, by Province:

Alberta

Jennifer Hawkins (Investigator / Assessor)
Marlene Hope (Investigator / Assessor)
Jen Magnus (Assessor)
Bob Stenhouse (Investigator / Assessor)

British Columbia

Paula Butler (Investigator)
Sarah Chamberlain (Investigator / Assessor)
Katelynn Denny (Investigator)
Robyn Gervais (Investigator / Assessor)
Kyra Hudson (Investigator / Assessor)
Sarah Lumsden (Investigator / Assessor)
Maryse Séguin (Investigator)
Lisa Southern (Investigator / Assessor)
Leanne Walsh (Investigator / Assessor)

Manitoba

Sherri Walsh (Investigator)

New Brunswick

Trisha Perry (Investigator / Assessor)

Ontario

Gita Anand (Investigator)
Brenda Culbert (Investigator)
Scott Doran (Investigator)
Nick Duley (Investigator)
Mihad Fahmy (Investigator)
William Goldbloom (Investigator / Assessor)
Jessica Kearsy (Investigator / Assessor)
Lise Maclean (Investigator/Assessor)
Kenneth McCarthy (Investigator)
Parisa Osborne (Investigator / Assessor)
Natasha Persaud (Investigator)
Ashley Richards (Investigator)
Antonio Urdaneta (Investigator)
Grace Vaccarelli (Investigator / Assessor)
Sarah Vokey (Investigator / Assessor)
Jennifer White (Investigator)

Quebec

Joanne Brodeur (Investigator / Assessor)
Marie Garel (Investigator)
Laurent Godbout (Investigator)
Magalie Poulin (Investigator)

Members of the Maltreatment in Sport Sanctions Council :

- Dean Howie, Chairperson
- Emily Cameron-Blake
- Katherine Haber
- John Martelli
- Katherine White (Cornish)

Director of Sanctions and Outcomes :

- Dasha Peregoudova, Director Sanctions and Outcomes (Ontario)
- David Kellerman, Deputy Director of Sanctions and Outcomes (Quebec)

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.

INTERIM REPORT ON ACTIVITIES 2022-2023

Providing Sport Dispute Resolution Services

- From April 1, 2022 to February 24, 2023, the Centre received 87 sport-related disputes, including 20 maltreatment, 17 eligibility, 17 selection, five discipline, four athlete carding, four other disputes, 19 anti-doping rule violation assertions and one doping appeal.
- Dispute resolution services were provided for the 2022 Summer Canada Games, while no dispute arose during the Games, a record 15 cases related to COVID-19 vaccine exemptions were handled in the lead up to the Games. Dispute resolution services were also provided for the 2023 Winter Canada Games.
- Legal aid services were provided to athletes in four anti-doping matters.
- At the 2022 SDRCC Mediator and Arbitrator Conference held in Saskatoon, arbitrators and mediators received training on topics such as writing awards on sensitive topics, mediating in the presence of trauma, indigenous cultural approaches to dispute resolution, mediating in anti-doping matters, shifting trends in Canadian law for assessing sexual harassment, among others.
- A specialized safeguarding mediation roster was formed to ensure that mediators assisting in disputes relating to harassment and abuse have relevant experience and training in such matters.
- Recommendations to improve the Women in Arbitration Mentorship Program were made following a working session with program participants and mentors.

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

- Staff conducted 55 presentations or workshops, most of which were held virtually. Dispute prevention and resolution tools and resources were distributed through the Centre's kiosk at eight sport community events.
- The Sport Law Connect Program was introduced in Alberta in collaboration with the University of Calgary and discussions on-going with Nova Scotia and Dalhousie University.
- Reach Deck accessibility and inclusion software was renewed on Centre's website's and added to Abuse-Free Sport and Office of the Sport Integrity Commissioner websites.

Supporting Integrity in Sport

- The Office of the Sport Integrity Commissioner launched its first phase of operations on June 20, 2022 and Abuse-Free Sport became Canada's first independent safe sport mechanism. Abuse-Free Sport service agreements were signed with 56 federally funded sport organizations and orientation sessions were offered to newly onboarded signatories.
- The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) version 6.0 was published, along with a suite of OSIC policies and procedures.
- The complaint management and sport environment assessment processes were launched, units of independent investigators and assessors were formed, and an informational resource on sport environment assessments was published.
- The Maltreatment in Sport Sanctions Council was appointed as an independent body to hire and oversee the operations of the Director and Deputy Director of Sanctions and Outcomes.

- The Canadian Sport Helpline received 1375 calls or emails to assist clients. The Helpline services were offered to all participants at the 2022 Canada Summer Games, the 2023 Arctic Winter Games and the 2023 Canada Winter Games.
- Support services including legal aid and mental health support were implemented and a resource on mental health tips and strategies regarding the OSIC process was created.
- The first safe sport research symposium was held and 25 expressions of interest for the safe sport research grant were received.
- The safe sport education accreditation program was developed, a selection committee of external experts was formed and a call for applications was launched.
- An Abuse-Free Sport webinar series was delivered to the sport community and tools and resources were developed to provide guidance and clarity on Abuse-Free Sport processes.
- Services of the OSIC were provided to six provincial and territorial delegations at the Canada Summer Games and to seven provincial and territorial delegations at the Canada Winter Games.

Pursuing Organizational Excellence

- The Centre's organizational structure was modified to accommodate a growth in staffing from 10 positions at the start of 2022-2023 to 21 positions at present.
- A human resources consultant was engaged to review and update all job descriptions, update salary scales and establish a pay equity system.
- Office technology hardware and software reconfigured to accommodate new functions and need for separation of OSIC affairs. Data security was enhanced on all Centre's systems.
- A nomination process for an athlete representative was launched in August of 2022 to fill a Board vacancy, the Centre awaits the nomination of its new Board member by the Minister.
- Policies on official languages, privacy and protection of personal information, and human resources were revised and policies on discipline and complaints management and on conflict of interest were implemented with the adoption of UCCMS 6.0. The Complaints Process policy was also revised and renamed Professional Conduct Policy.
- Respect in the Workplace training was provided to the Centre's Board and staff.
- During the period, the Centre complied with its legislative and contractual obligations.

STRATEGIC PRIORITIES 2023-2024

The Centre's strategic priorities for the 2023-2024 fiscal year include: (i) providing fair, impartial, timely and cost-effective dispute resolution services; (ii) increasing accessibility of dispute prevention tools and resources; (iii) providing leadership and support to the sport community to address maltreatment in sport; and (iv) practicing transparent, sustainable and responsible management and governance.

In delivering on its statutory mandate, the Centre's projected activities for the 2023-2024 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 CSCIs.

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 CSCIs to resolve those disputes that cannot be prevented. In the 2023-2024 fiscal year, the Centre will continue to promote a culture of fairness, integrity and respect within the Canadian sport system through the delivery of resources, tools and education.

The Centre will continue to support the Canadian sport community to address and resolve concerns about maltreatment and discrimination in sport, through the Abuse-Free Sport program and the operations of the Office of the Sport Integrity Commissioner, including its complaint management process and sport environment assessments.

In the pursuit of organizational excellence, the Centre will optimize efficiencies to enhance cross-functional collaboration among its growing workforce and harmonize its culture and processes. It will carry 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 2023-2024

Providing Sport Dispute Resolution Services

Initiatives:

- Offer meaningful professional development to SDRCC dispute resolution professionals and develop new tools and resources for the roster toolkit;
- Revise the Women in Arbitration Mentorship program guidelines and enable more opportunities for observation;
- Improve access to legal aid resources for parties.

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

Initiatives:

- Reorganize the online Resource Centre to make tools, resources and services more accessible;
- Expand outreach initiatives to the Canadian sport community to further understand their experience and meet their needs;
- Enhance access to dispute prevention and education via presentations, workshops, webinars and publications;
- Upgrade publication offer for alignment with new policies, procedures and codes.

Supporting Integrity in Sport

Prevent: Enhance the prevention of UCCMS-related issues and support an informed shift in Canadian sport culture through education, research, and other tools and initiatives.

- Develop and implement an Organizational Excellence Framework;
- Develop policy support and templates relating to the UCCMS;
- Implement the Abuse-Free Sport Education Library;
- Develop and promote UCCMS-aligned educational tools, resources and programs for all levels of Canadian sport.

Respond: Address matters under the UCCMS through compassionate, efficient and fair services of the OSIC and Abuse-Free Sport program.

- Offer a responsive and efficient complaint management process that applies policies and procedures using a trauma-informed approach, emphasizing equity, diversity and inclusion;
- Develop educational materials to enhance public understanding of the Abuse-Free Sport program;
- Advance relevant Sport Environment Assessments through to the publication of the Assessment Report;
- Maintain and, subject to applicable laws, make publicly available, a searchable registry of respondents whose eligibility to participate in sport has in some way been restricted.

Engage: Meaningfully engage with the people of the sport community to advance the vision and objectives of the Abuse-Free Sport program.

- Expand the capacity of the Canadian Sport Helpline to accommodate an increased volume of inquiries while maintaining a people-centred approach;

- Enhance the availability and promotion of legal aid and mental health support services;
- Engage athletes in all key aspects of the Abuse-Free Sport program;
- Collaborate with other complaint mechanisms across jurisdictions;
- Onboard all applicable federally funded sport organizations to the Abuse-Free Sport program.

Pursuing Organizational Excellence

Initiatives:

- Optimize communication, connectivity and physical infrastructure to support remote work, efficiency and cross-functional collaboration;
- Harmonize culture, performance and processes across the organization;
- Ensure that the Centre's policies remain current and comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2023-2024

Consistent with the objectives and planned initiatives for 2023-2024, the proposed core funding budget for this fiscal year is \$1,100,000 broken down as follows:

ADMINISTRATION	100,000
GOVERNANCE	45,000
HUMAN RESOURCES	585,000
OFFICIAL LANGUAGES	30,000
OPERATIONS	340,000

Consistent with the objectives and planned initiatives for 2023-2024, the proposed above-reference level funding budget for this fiscal year is \$6,000,000 broken down as follows:

ADMINISTRATION	320,000
GOVERNANCE	15,000
HUMAN RESOURCES	2,770,000
OFFICIAL LANGUAGES	70,000
OPERATIONS	2,400,000
RESEARCH & EVALUATION	425,000