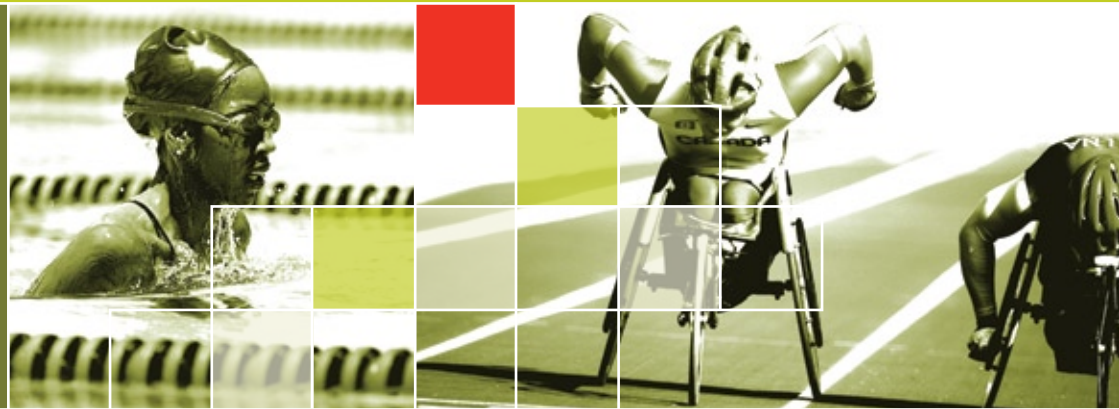


# SPORT DISPUTE RESOLUTION CENTRE OF CANADA



## REPORT ON THE OPERATIONS OF THE SDRCC 2009-2010

From the Chairperson of the SDRCC  
CARLA QUALTROUGH

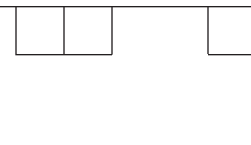
July 31, 2010



CRDSC  SDRCC



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# INTRODUCTION

The Sport Dispute Resolution Centre of Canada (the "SDRCC") was created in June 2003 by an Act of Parliament, the *Physical Activity and Sport Act* (the "Act"). The members of the inaugural Board of Directors of the SDRCC (the "Board") were appointed by the Minister of Canadian Heritage. The Board is composed of voluntary members and has the mandate to direct the SDRCC and oversee its activities. This report reviews the operations and assesses the results of the activities of the SDRCC for the period from April 1, 2009 to March 31, 2010 (the "Period").

## PARTICIPANTS

Chairperson Carla Qualtrough and Executive Director Marie-Claude Asselin prepared this report on behalf of the SDRCC Board of Directors.

The members of the Board of Directors for 2009–2010 were:

### MEMBERS

Carla Qualtrough (Chairperson since December 1, 2009)

Allan Stiff (Chairperson until November 30, 2009)

Luc Arseneau

Anne Benedetti

Alexandre Charbonneau

Miray Cheskes Granovsky

Frank Fowlie (since December 1, 2009)

Clayton A. Miller

Aimable Ndejuru

Dianne Norman (until November 30, 2009)

Gordon E. Peterson (until November 30, 2009)

John F. Reid (since December 1, 2009)

Allan J. Sattin

Michael A. Smith

Judith Ann Tutty (since December 1, 2009)

Marie-Claude Asselin (*ex officio*)

Biographies of the members of the Board and staff can be found in Appendix A.

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## SUMMARY OF THE CORPORATE PLAN SUBMITTED TO THE MINISTER OF STATE (SPORT)

The Board of Directors prepared the corporate plan and budget to cover the Period. The corporate plan was designed to facilitate achievement of the SDRCC's mandate under the Act. A copy of the corporate plan is attached in Appendix B. The SDRCC was granted \$856,000 in financial support from Sport Canada during the Period.

### CORPORATE PLAN

The SDRCC Board of Directors had set the following objectives for the Period:

**OBJECTIVE 1:** Enhance excellence in sport through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in the Canadian sport system.

- 1.1 Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes
- 1.2 Conduct a pilot project to offer an adapted version of the resolution facilitation process in doping-related disputes
- 1.3 Evaluate its current roster and determine the need for a renewal
- 1.4 Further educate the mediators and arbitrators
- 1.5 Improve the knowledge base of the SDRCC by training staff
- 1.6 Develop a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

**OBJECTIVE 2:** Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness

- 2.1 Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships
- 2.2 Educate the sport community about best practices aimed at creating a culture of fairness
- 2.3 Develop innovative and tailored education and dispute prevention programs for members of the Canadian sport community

**OBJECTIVE 3:** Operate and manage an organization promoting excellence and transparency

- 3.1 Develop and implement transparent and responsible management and governance policies
- 3.2 Manage all sports-related disputes in a fair and efficient manner
- 3.3 Ensure that the SDRCC policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

### BUDGET

The Plan was designed with a budget for the Period, aggregating \$859,500, which included the following components:

**\$136,000** for administration and governance

**\$45,000** for official languages

**\$310,000** for operations, including the management of disputes, the Resource Centre and prevention

**\$368,500** for human resources

# RESULTS AND PERFORMANCE FOR 2009–2010

## ACHIEVING THE OBJECTIVES OF THE CORPORATE PLAN

This section assesses the results achieved during the Period.

**OBJECTIVE 01** ENHANCE EXCELLENCE IN SPORT THROUGH THE PREVENTION OR REDUCTION OF SPORTS-RELATED DISPUTES, THUS CREATING A CULTURE OF FAIRNESS IN THE CANADIAN SPORT SYSTEM

### 1.1 Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes

Almost half of the non-doping disputes brought to the SDRCC in 2009–2010 were resolved by way of resolution facilitation (RF) or mediation; parties entered into settlement agreements in 7 of the 16 cases with one outstanding RF in progress. For the disputes that did not settle at the resolution facilitation, the mediative process still enabled parties to clarify the scope of their dispute and to simplify the arbitration.

### 1.2 Conduct a pilot project to offer an adapted version of the resolution facilitation process in doping-related disputes

Doping disputes have continued to proceed through an adapted version of the RF process. The purpose of the RF is to facilitate the sharing of information between parties in a confidential and non-prejudicial environment. With more than a year of experience in this trial process, the SDRCC is satisfied that the RF has enabled better communication between the Canadian Centre for Ethics in Sport (CCES) and members of the sport community involved in doping disputes.

### 1.3 Evaluate its current roster and determine the need for a renewal

The complete roster of arbitrators and mediators designated from May 2007 to December 2009 was renewed for a full year (to December 2010) in order to allow the newly constituted Board to determine the need and process for its roster's renewal. One mediator was added to the roster in November 2009 to meet an increasing demand for bilingual dispute resolution services. A call for roster applications was published in March 2010. The selection process is currently underway and final roster decisions will be announced in the summer of 2010. The new roster will come into effect in January 2011.

### 1.4 Further educate the mediators and arbitrators

The SDRCC arbitrator and mediator conference was held in November 2009 in Vancouver, British Columbia. Topics discussed by the roster included the application of the new anti-doping

rules and sport-specific procedural matters. Roster members also took part in workshop sessions at the Petro-Canada Sport Leadership conference which was a unique opportunity for them to interact with members of the sport community in a more informal setting. Refresher training sessions for individual roster members were held as required throughout the Period to update mediators and arbitrators with the newly introduced technological tools for dispute resolution. The list of SDRCC mediators and arbitrators can be found in Appendix F of this report.

### 1.5 Improve the knowledge base of the SDRCC by training staff

All SDRCC staff members participated in a one-day training session on mediation and arbitration, which focused on the particularities of sport-specific alternative dispute resolution. Some staff members also benefited from individualized training to augment the organization's bilingual capacity. A profile of the SDRCC staff members can be found in Appendix A of this report.

### 1.6 Develop a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

An environmental scan, including a needs analysis, of dispute prevention and resolution services outside of the usual client group covered by the contribution agreement with Sport Canada was conducted. As a result, the SDRCC offered educational workshops on a fee-for-service basis in Alberta and in Ontario during the Period. The SDRCC also provided arbitration services for a team selection dispute between an athlete and his provincial sport federation in Nova Scotia. The Board of Directors intends to conduct a strategic planning discussion in 2010–2011 to define objectives and formalize an action plan for non-traditional clients.

**OBJECTIVE 02** STRENGTHEN THE CAPACITY OF OUR SPORT COMMUNITY LEADERS AND PARTICIPANTS BY CREATING A POSITIVE CULTURE OF FAIRNESS

### 2.1 Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships

The SDRCC participated in several multisport organization (MSO) events during the Period. The SDRCC Executive Director, Education and Communication Coordinator, and Arbitrators and Mediators facilitated workshops on dispute prevention and resolution at the Sports Officials Canada annual conference, the Sport Leadership Conference, and to the Chefs de Mission in preparation for the

2009 Canada Games. The SDRCC also had an information kiosk at the annual conference of Sports Officials Canada, at the Sport Leadership Conference and at the AthletesCAN Forum. The SDRCC conducted a training session for the staff of Sport Solution, and wrote articles for MSO and NSO newsletters.

The SDRCC worked closely with the Canada Games Council to improve Games policies and procedures manual respecting protests and internal appeals.

## **2.2 Educate the sport community about best practices aimed at creating a culture of fairness**

The SDRCC attended several conferences and events within the sport community with a display and kiosk, facilitated several workshops, and published articles in Canadian sports organizations' newsletters to inform various community members about dispute prevention.

The newsletter "In the Neutral Zone" (published three times a year) featured articles aimed at the prevention of sports-related disputes. The October 2009 issue on internal appeal processes offered guidance to NSOs and MSOs in selecting their appeal panel members and in adopting sound processes which respect the rules of natural justice. The February 2010 issue addressed dispute prevention and resolution options available during the Vancouver 2010 Olympic and Paralympic Games. Contributors included SDRCC arbitrators and mediators, representatives of multisport organizations and SDRCC staff.

During the Period, the SDRCC developed a Code of Administrative Fairness aimed at sports organizations at all levels of the sport system, in order to assist sport leaders in integrating fair-play principles to their decision-making processes. The final version, in both official languages, is expected to be published in the next fiscal year.

## **2.3 Develop innovative and tailored education and dispute prevention programs for members of the Canadian sport community**

The SDRCC acted as a thought leader with innovative approaches to the sport community with educational messages for dispute prevention. An online interactive game was launched in the summer of 2009 to promote mediation in sport, and to educate users on the mediation process. The game, available in both official languages on the SDRCC website, invites the users to play the role of a mediator retained to help an athlete and his sport federation in resolving a dispute over a disciplinary sanction. In addition to providing useful insight into the process of mediation in a sport context, the game highlights, in a very humorous manner, the elements that impact mediation processes which may result in either an abrupt ending or a successful settlement. The game has been used by SDRCC staff as an education tool in workshops and presentations and at its kiosk.

The SDRCC has expanded its bank of case scenarios, built to target specific audiences from the sport communities, with key

educational messages on dispute prevention. The scenarios were inspired by real SDRCC cases and cover a wide range of situations affecting athletes, coaches, officials and administrators.

A wallet-size "z-card" was produced for the 2009 Canada Games to assist athletes in their initial consideration to appeal a decision affecting them and in determining if the SDRCC had jurisdiction to hear their case. After the Games, the SDRCC reprinted a generic version of the "z-card" to reach other national-level athletes.

## **OBJECTIVE 03**

**OPERATE AND MANAGE AN ORGANIZATION  
PROMOTING EXCELLENCE AND TRANSPARENCY**

### **3.1 Develop and implement transparent and responsible management and governance policies**

During the Period, the SDRCC complied with its legislative and contractual obligations. The noted compliance exception was the requirement for appropriate coach representation on its Board of Directors. From the expiry of the term mandate of Board member and coach representative Steven Sugar on November 30, 2008, the SDRCC was not in compliance with the appointment criteria for its Board of Directors as established by the Minister in Section 14(2) of the Act. The situation was rectified when the Minister appointed four new Board members, including a coach representative on May 6, 2009.

In August 2009, Sport Canada requested that the SDRCC manage the application process for new appointments by the Minister to replace the last three members from the inaugural Board of Directors. These Directors' final mandates expired on November 30, 2009. The Minister of State (Sport) appointed three new members as replacements. The new Board held a strategic planning retreat in November 2009 and revised its committee structure and composition to align them with its newest priorities.

The SDRCC filled a staff vacant position by hiring a full-time administrative assistant to the Executive Director in March 2010.

In order to meet the MSO Accountability Standards, the SDRCC developed a Result-based Management and Accountability Framework (RMAF) and a contingent evaluation strategy. These are based on a logic model consistent with the Treasury Board of Canada recommendations. The implementation of RMAF and evaluation strategy will occur in the next fiscal year.

The SDRCC has expanded its international visibility to raise awareness of Canadian interests, values and ethics in sport abroad. Strategic discussions are underway with SDRCC's United Kingdom counterparts "Sport Resolutions", to collaborate in hosting an international conference on sport dispute prevention and resolution. This would occur in the lead up to the London 2012 Olympic and Paralympic Games. Other contemplated international initiatives include "lessons learned" and best practice sharing exercises with other national sports tribunals.

## RESULTS AND PERFORMANCE FOR 2009–2010

### 3.2 Manage all sports-related disputes in a fair and efficient manner

During the Period, the SDRCC administered 38 new disputes dealing with issues such as: team selection; athlete carding; discipline; governance matters; and including 22 asserted anti-doping rules violations. Three disputes related to the Canada Games held in Prince Edward Island, including the first arbitration case to be filed under the pilot fee-for-service program. Only one of these new cases was linked to the Vancouver 2010 Olympic Games. These cases originated from 16 sports, and all football cases were relating to doping, including junior football, college football and university football.

The SDRCC is pleased to report that all sports-related disputes submitted to the SDRCC during the Period were managed in a fair, efficient, transparent and timely manner.

There were 16 non-doping cases. Seven cases were resolved by settlement between the parties in either mediation or resolution facilitation. Seven cases were resolved by an arbitration ruling,

and one request was withdrawn by the claimant. The average duration of non-doping cases was 49 days.

There were 22 doping cases. Their status at the end of the fiscal year is as follows: 16 were resolved by the athlete waiving his/her right to a hearing and accepting the sanction proposed by the CCES; 5 cases were determined by an arbitral decision; and one file is still open, pending the completion of the arbitration process. Three of the doping cases involved non-analytical violations, which result from an infraction not involving a laboratory analysis. The average duration of a doping case was 45 days.

The SDRCC participated in the Canada Games with an information kiosk and offered free on-site dispute resolution, as needed. The SDRCC is pleased to report that no dispute arose during the Games which required SDRCC assistance.

In the spring of 2009, a new jurisprudence database was launched, which featured an upgraded search engine for more reliable search results. The database now searches for key words in decisions which are stored in PDF format and offers more precise and complete results.

TABLE  
**01** TYPES OF DISPUTES

The types of disputes dealt with were as follows:

TYPE OF DISPUTE	NUMBER OF CASES
Doping	22
Selection and Eligibility	10
Carding	3
Discipline	1
Governance	1
Other	1

TABLE  
**02** DISPUTES PER SPORT

Requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Football	16
Athletics	5
Boxing	2
Equine Sport	2
Volleyball	2
Cycling / Para-Cycling	1
Judo	1
Karate	1
Sailing	1
Shooting	1
Speed Skating	1
Swimming	1
Taekwondo	1
Water Polo	1
Weightlifting	1
Wrestling	1



Arbitrators and mediators are increasingly competent in new technological tools which are available to them for more efficient case management. During the Period, the SDRCC began development of a secure online case management system which facilitates document sharing and communication with parties. The system is expected to be launched in the fiscal year 2010–11.

To increase dispute resolution service affordability, the SDRCC has developed a *pro bono* program, which consists of a list of lawyers willing to provide legal advice and services to disputing parties before the SDRCC. The program will be officially launched in the summer of 2010.

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

During the period, the SDRCC was in compliance with all legislative and contractual obligations, including the submission of a corporate plan for the 2010–2011 fiscal year and an annual report with audited financial statements.

As required by Section 32 of the Act, the SDRCC corporate plan for the 2010–2011 fiscal year was submitted to the Minister of State (Sport) on March 1, 2010. The plan indicated that the SDRCC would: (i) continue to promote the use of resolution facilitation and mediation in sports-related disputes; (ii) enhance interaction with the Canadian and international sport communities through long-term and project-based partnerships; (iii) educate the sport community about best practices aimed at creating a culture of fairness; (iv) renew its roster of arbitrators and mediators; (v) continue to introduce the use of new technologies to improve the effectiveness of its dispute resolution services; and (vi) expand the reach of dispute resolution services to provincial sports organizations, colleges, and universities.

The corporate plan presented a budget that included expenditures of \$861,750. The projected expenditures included:

- \$130,000 for administration, including office, governance, and communication;
- \$35,000 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$300,000 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- \$396,750 for human resources, including professional services and salaries and benefits for the SDRCC staff.

A contracted bookkeeper provided accounting services for the SDRCC. BDO Dunwoody, Chartered Accountants and Advisors, were appointed auditors to the SDRCC by Board resolution. This firm audited the accounts and financial transactions of the SDRCC, and submitted its written report to the Audit Committee of the SDRCC on June 23, 2010. The Auditors' Report was approved

by the Board of Directors of the SDRCC on July 19, 2010. The Auditors' Report is presented in Appendix D of this report. The Auditors' Report states that the policies of the SDRCC respect generally accepted Canadian accounting principles and that the SDRCC is considered economically dependant upon government funding for its financial operations.

Sport Canada's contribution to the SDRCC for the Period was \$819,667 and the related expenses amounted to a total of \$669,379, broken down as follows:

- \$185,188 for administration, including office, governance, and communication;
- \$16,647 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$187,399 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- \$280,145 for human resources, including professional services as well as salaries and benefits for the SDRCC staff.

The SDRCC had a surplus of revenue over expenses of \$98,613. Before the year-end and before approving the financial statements for the Period, the SDRCC returned to Sport Canada a projected surplus of \$94,119.

The SDRCC also generated \$4,200 in independent revenues for the Period. The financial statements and Auditors' Report can be found in Appendix D.

During the Period, the SDRCC undertook its first assessment under the new MSO Accountability Standards. The SDRCC has successfully reported in June 2009 and was deemed to have fully met 19 standards, partially met 5 standards partially met, with not a single standard not met.

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## CONCLUSION

During the Period, the number of cases filed with the Dispute Resolution Secretariat was slightly lower than the previous year's. The SDRCC notes that the preceding period had an exceptional volume of cases filed. The analysis shows that the increasing proportion of cases resolved by settlement agreement infers that members of the sport community are desirous of maintaining harmonious relationships and working together towards their goals. The SDRCC will continue to promote resolution facilitation as a key activity to resolve disagreements and misunderstandings before the dispute requires arbitration.

With a new Board of Directors at the helm, the SDRCC revised its strategic priorities to increase its efforts in partnership development, both nationally and internationally. The SDRCC intends to draw on the expertise from its international counterparts, and intends to assist other countries by providing leadership advice, experiential guidance, and expertise as they develop their own sport dispute resolution mechanisms.

The SDRCC commits itself to adopting environmentally-friendly business practices and continues to increase its use of information technology and online dispute resolution tools to move towards paperless tribunal operations.

The SDRCC self evaluates its corporate practices to maintain high quality dispute resolution services and to keep its operations policies current and comprehensive. It strives to be a model of sound business practices for all sport organizations in Canada, as it pursues its vision of a Canadian sport system that treats its members fairly and equitably.

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# APPENDIX A:

## BIOGRAPHIES OF THE MEMBERS OF THE BOARD OF DIRECTORS AND PERSONNEL OF THE SDRCC

### SDRCC BOARD OF DIRECTORS

#### Carla QUALTROUGH

(Chairperson since December 1, 2009)

Carla Qualtrough is a human rights lawyer and Director of Sport Initiatives at 2010 Legacies Now. She is also the elected President of the Canadian Paralympic Committee.

Carla combines a passion for human rights, ADR and sport. She has acted as legal counsel for the BC Human Rights Tribunal and for the Canadian Human Rights Commission, and has worked as an ADR trainer, facilitator and mediator. Carla has been in senior advisory roles to the Parliamentary Secretary (Sport) to the Prime Minister, the Secretary of State (Physical Activity and Sport), and to the Director General of Sport Canada. She oversaw the creation of SDRCC, and managed the development of several barrier-reducing programs and policies in sport.

Carla volunteers in various capacities in sport, including with the International Paralympic Committee and the Canadian Olympic Committee.

As a swimmer, Carla won medals at two Paralympic Games and at the 1990 World Championships.

#### Allan J. STITT

(Chairperson, mandate expired on November 30, 2009)

Allan Stitt, B.Comm., LL.B., J.D., LL.M., C.Med., C.Arb., is the President of ADR Chambers and the Stitt Feld Handy Group. He is a Toronto based mediator, arbitrator, negotiation consultant, facilitator, trainer, and Alternative Dispute Resolution (ADR) systems design specialist. He is an Adjunct Professor at the University of Toronto Law School. He has designed and taught workshops in North America, South America, Europe, Asia, Australia and Africa. He earned his Master of Laws at Harvard Law School. Allan is a Chartered Mediator and Chartered Arbitrator, and is a member of the NAFTA Advisory Committee on Private Commercial Disputes. Allan is a Distinguished Fellow, International Academy of Mediators, and an IMI Certified Mediator. His books, *Alternative Dispute Resolution for Organizations and Mediating Commercial Disputes*, were Business Books bestsellers. He also wrote *Mediation: A Practical Guide* (2004) and is the Editor-in-Chief of the CCH ADR Practice Manual.

#### Luc ARSENEAU

Luc Arseneau graduated from the Université de Moncton with a recreation degree (1995) and he is currently continuing his career in sport in the cycling field and as a certified professional trainer. In 2001, he developed and implemented the National Cycling Center - Atlantic Canada.

As a coach, Luc has participated in his 4th major Games in Beijing in 2008 (2003 Pan American Games and 2007 Paralympic Games in 2004 and 2008).

Since 2001, he has been living in Dieppe, NB, with his wife and two sons.

#### Anne BENEDETTI

Anne Benedetti played with the Canadian National Lacrosse Team, and is a lawyer at Goodmans LLP practicing administrative and municipal law. She has degrees from Queen's University (B.A.H., B.ED), the University of Western Ontario (LLB) and Oxford University (BCL).

Anne led Queen's to two lacrosse championships and continued to both play and head coach at Western. Anne has been acknowledged for both her athletic and academic achievements at Queen's and at Western, and was named a Chatelaine Woman of Influence Leader of Tomorrow.

Anne was a member of the Canadian National Lacrosse Team from 1999 to 2005, which placed fourth at the Women's Lacrosse World Cup in 2001. While studying at Oxford, Anne was awarded an Oxford full blue and was a member of the BUSA National Lacrosse Team.

During her legal education, she clerked for the Court of Arbitration for Sport (CAS) at the Commonwealth Games in Manchester.

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## APPENDIX A: BIOGRAPHIES

### Alexandre CHARBONNEAU

Holding a Ph.D. in Exercise Psychology, Alexandre Charbonneau conducts research in diabetes and obesity psychology at the research centre of the l'Institut universitaire de cardiologie et de pneumologie de Québec. He is also a visiting professor at Université Laval and was a fellow at Université de Montréal and the Physical Education National Institute of Catalogna for his expertise in psychology.

Black belt 4th dan in Shokotan karate, he took part in numerous international competitions and visited Japan on several occasions to perfect his art. He has since retired from competition and now offers training guidance to many athletes in various sports.

In addition to his research activities, Alexandre gives lectures in educational institutions to raise teens' awareness of the harmful effects of anabolic steroids.

### Frank FOWLIE

Frank Fowlie is the inaugural Internet Corporation for Assigned Names and Numbers Ombudsman. He has been the Ombudsman since November 2004.

Frank holds a Doctor of Conflict Resolution (DCR) from La Trobe University, Melbourne. Frank has taken training as a negotiation instructor at the Program on Negotiation at Harvard Law School, and is a Fellow with the Centre for Information Technology and Dispute Resolution at the University of Massachusetts - Amherst.

Frank was previously employed with the United Nations, where he was on Mission Staff in East Timor for two years. He was the deputy administrator for the capital city, and was appointed as the UN's Olympic Games Officer, taking the world's newest country to the Sydney Olympics.

He is the co-author of, *"Prayer Road"*, a book about the Olympic Games and East Timor. Frank and his wife Mary Ann live in Richmond BC.

### Miray CHESKES GRANOVSKY

Miray Cheskes Granovsky serves as General Counsel for Atlantic Coated Papers in Toronto. Miray graduated from Osgoode Hall Law School, York University and was called to the Bar of Ontario in 1996. In 2003, Miray received an LL.M. degree in Alternative Dispute Resolution from Osgoode Hall Law School. She holds a B.Sc. in Psychology from the University of Toronto.

Miray has taught children's rights at York University and has guest lectured on this topic. She volunteers for the Child Advocacy Project, Pro Bono Law Ontario, representing clients with rights-based complaints against the public education system. Miray has coached mediation students from Osgoode Hall Law School and mediated disputes for an Ontario court-based mediation programme.

Miray has co-chaired and organized events to support the programs and services offered by several sports organizations, such as Tennis Canada, Maccabi Canada and Israel Children's Centres--Canada. She occasionally freelances for the *Canadian Jewish News*.

### Clayton A. MILLER

Clayton A. Miller lives in Kelowna BC where he practices law and enjoys time with his wife and two young boys.

He attended the University of British Columbia where he obtained undergraduate degrees in Physics and Secondary Education. He obtained his law degree from the University of Saskatchewan and is currently writing his masters thesis in law.

Clayton has been a member of the National Skeet Shooting team for over 13 years. He attended the Pan American Games in 1999 (bronze medalist) and 2003 (4th place). He attended the Commonwealth Games in 2002 (gold medalist) and 2006 (bronze medalist). He also represented Canada at the Olympic Games in 1996.

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## **Aimable NDEJURU**

Aimable Ndejuru has 20 years of experience in the field of human rights. He holds a Ph.D. in Sports Science and Anthropology from Cologne University and Germany's Deutsche Sporthochschule Köln. Aimable also holds a state diploma in physical education and sport, with specialization in athletics, basketball, wrestling, boxing and tennis.

His activities as sports coach at Rwanda National University and the Byimana national teaching college and normal school has earned his students top honors in regional championships. In Germany, he was responsible for training top athletes enrolled in colleges and clubs, in addition to his work as journalist and sports commentator at Radio Deutsche Welle.

In Canada, he worked as fellow and professor at Université du Québec à Montréal's kinanthropology department, while remaining active in Montreal's community and sports circles.

## **Dianne NORMAN**

(mandate expired on November 30, 2009)

Dianne Norman played with the Canadian National Basketball program from 1987 to 2003. She represented Canada at two Olympics (1996–2000), as well as the World Student Games, Pan Am Games, Jeux de la Francophonie and many other international competitions.

Dianne competed for Laurentian University where she won two national championships and was a four time All-Canadian. She played professionally in Germany, Spain and Switzerland. Dianne completed a degree in Political Science and Ethics and also holds a Masters of Arts in philosophy from the University of New Brunswick.

Dianne is an experienced public speaker and she has been a part-time lecturer at Dalhousie University and Laurentian University. Dianne serves on various boards including, Olympians Canada (Atlantic Chapter), Canadian Sport Centre Atlantic and the Sport Dispute Resolution Centre of Canada.

Dianne presently resides in Halifax with her husband and two children, where she runs her own business, Onward Facilitation.

## **Gordon E. PETERSON**

(mandate expired on November 30, 2009)

Gordon E. Peterson served as a member of the Sport Dispute Resolution Centre (SDRCC) Board of Directors from its establishment in December 2003 until November 2009.

Gordon is currently a Vice President and Director of the Canadian Olympic Committee and a member of the Disciplinary Panel of the Fédération Internationale de Natation (FINA). He is a former President of Diving Plongeon Canada and the Aquatic Federation of Canada.

Gordon has an Honours B.B.A. from Simon Fraser University and a law degree (LL.B.) and graduate business (M.B.A.) degree from The University of Western Ontario (UWO).

## **John F. REID**

(since December 1, 2009)

John F. Reid is married to Rita and they have two adult children, Jennifer and Sean. Sean married to Victoria. John is a Superintendent with the Royal Canadian Mounted Police. He is the Officer in Charge of Adjudications Directorate, responsible for the formal discipline hearings within the Force. He graduated from Osgoode Hall Law School.

John is an avid fan of hockey and has a love for the game. He has played, coached and managed teams from minor to junior hockey. He is also an active referee and presently holds the position of Referee-In-Chief of the Ottawa District Minor Hockey Association.

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## APPENDIX A: BIOGRAPHIES

### Allan J. SATTIN

Allan J. Sattin, Q.C., is a Calgary lawyer with the firm of Spier Harben. He earned his B.A. from the University of Alberta (Calgary) (1965) and his LL.B. from the University of Toronto (1969). Allan has represented plaintiffs in sports injury cases and has acted for both athletes and sports groups in carding and other legal issues.

Allan began the study of Judo in 1965 and is currently a 5th degree black belt. He is the chief instructor at Hiro's Judo club in Calgary. His experience in the sport of Judo has included competition, teaching, administration and officiating.

Allan's commitment to sports was recognized by the Province of Alberta in its centennial year (2005) as one of the 100 recipients of the Alberta Centennial Salute to Sport and Recreation for outstanding contribution and dedication to the development of sport and recreation in the Province.

### Michael A. SMITH

Michael A. Smith is a former athlete from the sport of Wrestling. He was a member of Canada's national team from 1995–2001 and competed at the World and Pan Am Championships and was the alternate at the 1996 Olympic Games.

While still competing, Michael earned a Bachelor of Arts Degree at the University of Western Ontario and completed law school at the University of Manitoba.

In 2001, Michael retired from competition to pursue a legal career in Ottawa. As partner with Langevin Morris Smith LLP, he practices Criminal and Civil litigation in addition to Sports Administrative Law. Michael also teaches Criminal Law at Carleton University.

Michael joined AthletesCAN in 2000 and served as its President until 2006. He also acted as athlete's advocate in all major multisport Games, and represents athletes and coaches at the provincial level.

Michael also volunteers as the head coach of the National Capital Wrestling Club.

### Judith Ann TUTTY

(since December 1, 2009)

After nearly 40 years of being an active volunteer at the local, provincial, and national levels in various capacities with several groups, Judith Ann Tutty has not lost any of her enthusiasm.

Her focus has been primarily with CanoeKayak Canada where she has held several positions including Chair of the National Officials Committee, Chair of the Trophies and Awards Committee and member of the Sprint Racing Council. Judy also co-founded Sport Officials Canada. She currently sits on the Mayor's Task Force on Sports in her home town. Her dedication has earned her several prestigious awards including the Sports Officials Canada/Fox 40 Sports Official of the Year Award, Kitch MacPherson Award of Excellence 2007 and the CanoeKayak Canada, R. Edgar Gilbert Award, Builder Category.

Judy recently retired as a legal secretary from the Toronto-based law firm Blake, Cassels & Graydon LLP.

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## Marie-Claude ASSELIN

*(ex officio)*

Marie-Claude Asselin is the Executive Director and Chief Executive Officer of the Sport Dispute Resolution Centre of Canada since April 2007. She holds bachelor and master's degrees in Physical Activity Sciences from Université Laval. Before joining the SDRCC, Marie-Claude was Manager of Education at the World Anti-Doping Agency (WADA). From 1997 to 2002, she worked at the Canadian Olympic Committee in high performance services and athlete services. Marie-Claude taught undergraduate courses at the university level and is an experienced public speaker, having presented at numerous symposia, workshops and conferences in Canada, the United States, Australia, Europe and Africa.

She possesses a multi-faceted perspective of amateur sport with over 30 years of experience as athlete, coach, official, administrator and volunteer, at various levels of the sport system from community to interuniversity programs, and more particularly in the sports of ice hockey, basketball and soccer. She speaks French, English and Spanish.

## SDRCC PERSONNEL

### Valérie GINGRAS

(Administrative assistant) (since March 16, 2010)

Valérie Gingras is responsible for the coordination of corporate affairs and for the general administration of the SDRCC office. Valerie earned a degree in Business Administration at Collège de Bois de Boulogne. While developing skills in the operation of computer software and equipment, she also acquired management and interpersonal skills as well as experience in organizing events. Valérie is heavily involved in the dance community in Montreal. She applies her knowledge of public relations all over the continent to organize dance events and workshops with renowned artists to help young dancers from Montreal.

### Fredy M. IUNI

(Education and Communication Coordinator)

Fredy M. Iuni is responsible for the Dispute Prevention Resource Centre and for the development and delivery of content through the website, publications and presentations. He holds a Masters Degree in Educational Technology from the University of Calgary as well as a Bachelors Degree in Psychology from York University. Fredy worked in the Sport Technology Research Laboratory at the University of Calgary and has recently co-authored a book entitled "*F.I.T. Breaks (Fun-Innovative-Time for the Classroom Environment)*" - a guide which helps teachers implement the F.I.T. Breaks program in their classrooms.

### Nathalie C. LABELLE

(Executive Assistant)

Nathalie C. Labelle is responsible for case management for the Tribunal and she also oversees the logistics for hearings and special events. Her role includes general administrative duties, administrative project development and file management in accounting and human resources. She has more than 20 years of experience as an executive assistant in both private and public companies. Nathalie also has extensive expertise in event management for general annual meetings and board meetings.

### Anne Émilie BRISSON

(Administrative assistant) (until January 28, 2010)

Anne Émilie Brisson was responsible for the coordination of corporate affairs and for assisting with the case management in the Dispute Resolution Secretariat. Holding degrees in literature and journalism, Émilie possesses an extensive experience in writing, revision, and correction. She also has ten years of experience as assistant in various fields.



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# APPENDIX B

## CORPORATE PLAN FOR THE 2009–2010 FISCAL YEAR

### INTRODUCTION

#### THE CANADIAN SPORT POLICY

The Canadian Sport Policy identifies four substantive goals: enhanced participation, excellence, capacity, and interaction in sport.

Enhanced participation and enhanced excellence target the expansion of the capacity of individuals, communities, and institutions, as well as the financial and material resources that comprise Canada's sport system.

Enhanced capacity focuses on ensuring that the essential components of an ethically based, athlete/participant-centred development system are in place and are being continually modernized and strengthened as required.

The Canadian Sport Policy focuses government efforts on identifying and strengthening the weak links in the Canadian sport system at the national, provincial/territorial and community levels in order to maximize its effectiveness.

*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 "SDRCC"). The SDRCC opened on April 1, 2004.

#### MISSION STATEMENT

In keeping with the goals of the Canadian Sport Policy and in accordance with the Act, the mission of the SDRCC is to provide the sport community with a national service for the prevention and resolution of sport disputes as well as expertise and assistance regarding alternative dispute resolution.

#### REPORT ON ACTIVITIES FOR 2008–2009

During the year 2008–2009, the SDRCC began the implementation of its new long-term strategic plan.

From April 1<sup>st</sup>, 2008 to the time of printing, the SDRCC managed a total of 44 new disputes dealing with issues such as team selection, athlete carding, governance matters, and asserted anti-doping violations. Three new mediators were added to the

roster to meet an increasing demand for bilingual dispute resolution services. The SDRCC also facilitated several workshops and published articles in Canadian sports organizations' newsletters to educate the sport community about dispute prevention.

In its continued efforts to offer the best possible dispute resolution services to the Canadian sport community, the SDRCC conducted a public consultation during the summer of 2008 for the revision of its Canadian Sport Dispute Resolution Code. The final revisions included amended provisions mandated by the new Canadian Anti-Doping Program which came into effect on January 1, 2009.

A conference was held in October 2008 for all SDRCC arbitrators and mediators. The SDRCC arbitrators and mediators were trained on the new anti-doping rules and discussed how the SDRCC could better manage sports-related disputes.

The SDRCC also conducted a series of training sessions aimed at introducing arbitrators and mediators to the use of new technological tools in dispute resolution.

During the period, the SDRCC complied with all of its legislative and contractual obligations, with the exception of the requirement for appropriate coach representation on its Board of Directors. On November 30, 2008, the mandates of 4 SDRCC Board members expired, including the sole coach representative. In August 2008, at the request of Sport Canada, the SDRCC managed the application process for new appointments by the Minister to replace them. Until such appointments are made, the SDRCC is not in compliance with the guidelines established in consultation with the sport community for its board composition pursuant to section 14(2) of the Act. The SDRCC modified its committee structure to adapt to a reduced number of members of the Board.

The SDRCC also revised its official languages policy and its complaint process.

A new staff member was hired in February 2009 to assist the Executive Director in furthering the strategic objectives of the SDRCC.

#### MAJOR OBJECTIVES AND INITIATIVES

The SDRCC's priorities for the 2009–2010 fiscal year include: (i) continuing to promote the use of resolution facilitation and mediation in sports-related disputes; (ii) enhancing interaction with the Canadian sport community through long-term and project-based partnerships; (iii) educating the sport community about best practices aimed at creating a culture of fairness; (iv) considering the renewal of its roster of arbitrators and mediators; (v) introducing the use of new technologies to improve the effectiveness of its dispute resolution services; and (vi) expanding reach of dispute resolution services to provincial sports organizations, colleges, and universities.

### BACKGROUND AND GOVERNANCE

#### SDRCC GOVERNING LEGISLATION

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

#### ORGANIZATIONAL STRUCTURE

The Act specifies that the SDRCC shall be composed of a Dispute Resolution Secretariat ("Secretariat") and a Resource Centre, but leaves it to the SDRCC 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 SDRCC are managed by a Board of Directors consisting of the Executive Director of the SDRCC, who is an *ex officio* director, and 12 other directors. In December 2003, the Minister appointed the directors after consultation with the sport community. The guidelines cited in the Act provided 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 SDRCC to achieve its objectives; c) are representative of the sport community; and d) are representative of the diversity and linguistic duality of Canadian society. With the second mandate of 4 directors having ended on November 30, 2008, the SDRCC currently functions with a Board of 8 members and is awaiting the nomination of new directors by the Minister.

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

The Dispute Resolution Secretariat and the Resource Centre are managed internally by the staff of the SDRCC.

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.

#### THE MEMBERS OF THE BOARD OF DIRECTORS DURING THE 2008–2009 FISCAL YEAR ARE:

- Anne Benedetti
- Alexandre Charbonneau
- Susanne Dandenault (mandate expired on November 30, 2008)
- Bruce Kidd (mandate expired on November 30, 2008)
- Clayton Miller
- Aimable Ndejuru
- Dianne Norman
- Gordon E. Peterson
- Tamar Pichette (mandate expired on November 30, 2008)
- Carla Qualtrough
- Allan J. Stitt (Chairperson of the Board of Directors)
- Steven Sugar (mandate expired on November 30, 2008)
- Marie-Claude Asselin (*ex-officio*)

#### THE STAFF MEMBERS AT THE SDRCC ARE:

- Marie-Claude Asselin, Executive Director and Chief Executive Officer
- Nathalie C. Labelle, Executive Assistant
- Fredy M. Luni, Education and Communication Coordinator
- Anne Émilie Brisson, Administrative Assistant (since February 2, 2009)
- Danielle Comeau, Bookkeeper (consultant)

BDO Dunwoody, Chartered Accountants, were appointed by the Board of Directors as the independent auditor.

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**THE ARBITRATORS AND MEDIATORS BY PROVINCE UNTIL  
DECEMBER 31, 2009 ARE AS FOLLOWS:**

**NOVA SCOTIA**

Peter J. Mackeigan (Mediator/Arbitrator)  
The Honourable Stewart McInnes (Mediator/Arbitrator)

**QUEBEC**

Dominique F. Bourcheix (Mediator)  
Patrice M. Brunet (Arbitrator)  
Jean-Guy Clément (Arbitrator)  
Stephen L. Drymer (Mediator/Arbitrator)  
Julie Duranceau (Mediator)  
L. Yves Fortier (Arbitrator)  
The Honourable Paule Gauthier (Mediator/Arbitrator)  
The Honourable Benjamin J. Greenberg (Arbitrator)  
The Honourable Marc Lalonde (Arbitrator)  
Richard W. Pound (Arbitrator)  
Bernard A. Roy (Arbitrator)

**MANITOBA**

James W. Hedley (Arbitrator)

**ALBERTA**

Roger Gunn (Mediator)  
Ian R. MacDonald (Mediator)  
Anton M.S. Melnyk (Mediator/Arbitrator)  
Deborah Sword (Mediator/Arbitrator)  
John Harrison Welbourn (Arbitrator)

**YUKON**

Joie Quarton (Mediator/Arbitrator)

**ONTARIO**

Greg Ambrozic (Mediator)  
Larry Banack (Mediator/Arbitrator)  
David Bennett (Mediator)  
The Honourable John Watson Brooke (Arbitrator)  
Kevin M. Burkett (Mediator/Arbitrator)  
Kileen Dagg Centurione (Mediator)  
Jane H. Devlin (Mediator/Arbitrator)  
James E. Doyle (Arbitrator)  
Ross C. Dumoulin (Arbitrator)  
Steven C. Gaon (Mediator)  
Lyon Gilbert (Mediator)  
Paul-Denis Godin (Mediator)  
Kathleen J. Kelly (Mediator/Arbitrator)  
Bunny McFarlane (Mediator)  
Richard H. McLaren (Arbitrator)  
Graeme Mew (Mediator/Arbitrator)  
Henri Pallard (Arbitrator)  
Michel G. Picher (Mediator/Arbitrator)  
Ed Ratushny (Arbitrator)  
George W. Taylor (Mediator)

**BRITISH-COLUMBIA**

Barbara Cornish (Mediator/Arbitrator)  
Carol Roberts (Arbitrator)  
John P. Sanderson (Mediator/Arbitrator)  
Tricia C. M. Smith (Arbitrator)

## MULTI-YEAR STRATEGY AND OBJECTIVES FOR 2008–2012

### LONG-TERM OBJECTIVES 2008–2012

The SDRCC's long-term (4-year) strategies were based on the objectives of the Canadian Sport Policy: participation, excellence, capacity and enhanced interaction in sport, as well as the SDRCC's mission to provide a national alternative resolution service for sport disputes.

#### a) Excellence and Expertise

Enhance excellence in the Canadian sport system by strengthening the culture of fairness through education and dispute prevention initiatives and by providing world-class resolution facilitation, mediation and arbitration services to resolve sports-related disputes.

#### b) Participation

Enhance the accessibility and inclusiveness of the Canadian sport system by strengthening the capacity of leaders and decision makers to make fair and impartial decisions and by providing ADR services and SDRCC resources across Canada in both official languages.

#### c) Resources

Strengthen the capacity of leaders and participants in the Canadian sport system to develop and implement sound policies that will reduce the risk of disputes and to acquire the knowledge and skills to deal with internal disputes more efficiently. Develop within the SDRCC the service and resource structure required to offer an optimal alternative sport dispute resolution service to the sport community.

#### d) Enhanced Interaction

Create and foster harmonious relationships with members of the sport community. Enhance existing partnerships and create new ones in order to share expertise and maximize the impact of our respective resources.

#### e) Sound, Effective Management

Operate and administer a balanced, effective, transparent, and responsible organization that demonstrates leadership in its respect for governance, management and human values.

### OBJECTIVES AND PLANNED INITIATIVES FOR 2009–2010

#### Projected Activities for 2009–2010

The projected activities for 2009–2010 will ensure that the two core elements of the SDRCC services, the Dispute Prevention Resource Centre and the Dispute Resolution Secretariat, are maintained and enhanced.

The objective of the Dispute Prevention Resource Centre is to provide information and tools to assist members of the sport community in preventing disputes and to increase the capacity of NSOs to handle disputes that cannot be prevented. The SDRCC will optimize the database of arbitration decisions so that members of the sport and the legal communities will be able to easily access decisions. The SDRCC will continue to develop resources to educate the sport community with respect to best practices in policy writing and in decision-making. Through its Dispute Prevention Resource Centre, the SDRCC will continue to offer tailored awareness and outreach activities and dispute prevention workshops for members of the sport community.

When disputes arise, the Dispute Resolution Secretariat will maintain the high quality of its resolution facilitation, mediation, med/arb and arbitration services, and will seek to incorporate the use of new technologies to improve the delivery of such services to the sport community. The SDRCC anticipates a slight increase in caseload with the Winter Olympic and Winter Paralympic Games being held in Canada in 2010. The Dispute Resolution Secretariat may also offer its services to non-funded organizations as part of the SDRCC's plan to establish a fee-for-service program.

#### Clientele

The Sport Canada accountability framework requires all NSOs and MSOs to have an internal dispute resolution mechanism. If not resolved internally, disputes with respect to national team athletes and coaches will be administrated by the SDRCC.

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

Where other sport organizations and their members request access to the SDRCC's services, the Board may, under certain conditions, grant access to the SDRCC.

### Objectives 2009–2010

Enhance excellence in sport through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in the Canadian sport system.

#### Initiatives:

- Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes
- Conduct a pilot project to offer an adapted version of the resolution facilitation process in doping-related disputes
- Evaluate its current roster and determine the need for a renewal
- Further educate the mediators and arbitrators
- Improve the knowledge base of the SDRCC by training staff
- Develop a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness.

#### Initiatives:

- Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships
- Educate the sport community about best practices aimed at creating a culture of fairness
- Develop innovative and tailored education and dispute prevention programs for members of the Canadian sport community

Operate and manage an organization promoting excellence and transparency.

#### Initiatives:

- Develop and implement transparent and responsible management and governance policies
- Manage all sports-related disputes in a fair and efficient manner
- Ensure that the SDRCC policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

## BUDGET 2009–2010

The total proposed budget for this period is \$856,000 broken down as follows:

ADMINISTRATION	136,000
OFFICIAL LANGUAGES	45,000
OPERATIONS	310,000
HUMAN RESOURCES	368,500
TOTAL EXPENSES	859,500
REVENUES	3,500
FUNDING FROM SPORT CANADA	856,000

### FUNDING BLOCKS

Administration:	(16%)	136,000
Official Languages:	( 5%)	45,000
Operations:	(36%)	310,000
Human Resources:	(43%)	368,500

# APPENDIX C

## COMMITTEES OF THE SDRCC 2009–2010

The Chairperson of the Board is a member all committees except the Audit Committee. Marie-Claude Asselin is an *ex-officio* member of all committees.

### EXECUTIVE

Carla Qualtrough  
(Chair since December 1, 2009)

Allan Stiff  
(Chair until November 30, 2009)

Anne Benedetti

Clayton A. Miller  
(since December 1, 2009)

Allan J. Sattin  
(since December 1, 2009)

Michael A. Smith  
(since December 1, 2009)

### ADR SERVICES

John F. Reid  
(Chair since December 1, 2009)

Allan Stiff  
(Chair until November 30, 2009)

Anne Benedetti

Miray Cheskes Granovsky  
(since December 1, 2009)

Clayton A. Miller

Gordon E. Peterson  
(until November 30, 2009)

Michael A. Smith  
(since August 26, 2009)

### AUDIT & COMPLIANCE

Clayton A. Miller  
(Chair since December 1, 2009)

Dianne Norman  
(Chair of Audit Committee  
until November 30, 2009)

Carla Qualtrough  
(Chair of Compliance Committee  
until November 30, 2009)

Luc Arseneau  
(since August 26, 2009)

Alexandre Charbonneau  
(until November 30, 2009)

Gordon E. Peterson  
(until November 30, 2009)

Allan J. Sattin  
(since August 26, 2009)

### COMPLAINTS

Miray Cheskes Granovsky  
(Chair since December 1, 2009)

Clayton A. Miller  
(Chair until November 30, 2009)

Alexandre Charbonneau  
(until November 30, 2009)

Frank Fowlie

Dianne Norman  
(until November 30, 2009)

John F. Reid

### EDUCATION & COMMUNICATION

Luc Arseneau  
(Chair since December 1, 2009)

Anne Benedetti  
(Chair until November 30, 2009)

Miray Cheskes Granovsky  
(since December 1, 2009)

Aimable Ndejuru

Gordon E. Peterson  
(until November 30, 2009)

Carla Qualtrough  
(until November 30, 2009)

Allan J. Sattin

Michael A. Smith  
(from August 26 to  
November 30, 2009)

Judith Ann Tutty  
(since December 1, 2009)

### EVALUATION & TECHNOLOGY

(since December 1, 2009)

Frank Fowlie  
(Chair)

Alexandre Charbonneau

Aimable Ndejuru

Michael A. Smith

Judith Ann Tutty

### EXPANSION

(until November 30, 2009)

Carla Qualtrough  
(Chair)

Anne Benedetti

Clayton A. Miller

Dianne Norman

### HUMAN RESOURCES

Alexandre Charbonneau  
(Chair)

Anne Benedetti  
(until November 30, 2009)

Luc Arseneau  
(since August 26, 2009)

Aimable Ndejuru

Dianne Norman  
(until November 30, 2009)

Allan J. Sattin

### INTERNATIONAL

(since December 1, 2009)

Anne Benedetti  
(Chair)

Miray Cheskes Granovsky

Frank Fowlie

John F. Reid

Michael A. Smith

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# APPENDIX D

## AUDITORS' REPORT FOR THE 2009–2010 FISCAL YEAR

**Sport Dispute Resolution Centre of Canada**  
**Financial Statements**  
For the year ended March 31, 2010

**Contents**

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**Auditors' Report**

**Financial Statements**

Statement of Financial Position

Statement of Revenue and Expenditures

Statement of Changes in Net Assets

Statement of Cash Flows

Notes to Financial Statements



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## Auditors' Report

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**To the Directors of  
Sport Dispute Resolution Centre of Canada**

We have audited the statement of financial position of the Sport Dispute Resolution Centre of Canada as at March 31, 2010 and the statements of revenue and expenditures, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2010 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

*BDO Canada LLP/S.R.L./S.E.N.C.R.L. 1*

Chartered Accountants

Montréal, Québec  
June 2, 2010

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<sup>1</sup> CA auditor permit No. 10589

BDO Canada s.r.l./S.E.N.C.R.L., une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.



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## Sport Dispute Resolution Centre of Canada Statement of Financial Position

March 31	2010	2009
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 246,577	\$ 92,179
Accounts receivable	2,036	-
Sales taxes receivable	16,003	21,478
Prepaid expenses	10,958	12,246
	275,574	125,903
<b>Capital assets</b> (Note 4)	18,421	19,563
	\$ 293,995	\$ 145,466
<b>Liabilities and Net Assets</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 103,706	\$ 107,796
Contribution payable, payable on demand and non-interest bearing (Note 5)	151,430	1,869
	255,136	109,665
<b>Net assets</b>		
Invested in capital assets	18,421	19,563
Unrestricted	20,438	16,238
	38,859	35,801
	\$ 293,995	\$ 145,466

On behalf of the Board

\_\_\_\_\_ Director

\_\_\_\_\_ Director

## Sport Dispute Resolution Centre of Canada Statement of Revenue and Expenditures

For the year ended March 31	2010	2009
<b>Revenue</b>		
Contribution (Note 5)	\$ 819,667	\$ 775,828
Other revenue	4,200	6,236
Reimbursement of excess contribution (Note 5)	(151,430)	(24,316)
	<b>672,437</b>	<b>757,748</b>
<b>Expenditures</b>		
General and administrative		
Rent	42,018	39,913
Professional fees	40,720	49,827
Traveling expenses	29,105	11,008
Meeting	21,729	14,948
Office expenses	12,683	9,852
Insurance	11,240	8,987
Meals and entertainment	10,544	7,064
Telephone and telecommunications	8,764	9,472
Amortization	4,727	5,702
Promotion and communications	2,337	29,307
Bank charges and interest	1,321	724
Loss on disposal of capital assets	-	98
	<b>185,188</b>	<b>186,902</b>
Human resources		
Salaries and benefits	266,444	245,207
Training	8,488	6,467
Professional fees	5,213	-
	<b>280,145</b>	<b>251,674</b>
Official languages		
Translation of decisions	12,210	29,976
Translation of documents	4,437	6,308
	<b>16,647</b>	<b>36,284</b>
Operations		
Case fees	94,973	172,794
Training of arbitrators and mediators	63,927	58,741
Education expenses	28,499	42,220
	<b>187,399</b>	<b>273,755</b>
<b>Excess of revenue over expenditures for the year (Note 5)</b>	<b>\$ 3,058</b>	<b>\$ 9,133</b>

The accompanying notes are an integral part of these financial statements.

## Sport Dispute Resolution Centre of Canada Statement of Changes in Net Assets

<b>For the year ended March 31</b>	<b>2010</b>			<b>2009</b>	
	<b>Invested in Capital Assets</b>	<b>Unrestricted</b>	<b>Total</b>	<b>Total</b>	
<b>Balance, beginning of year</b>	\$ 19,563	\$ 16,238	\$ 35,801	\$	26,668
<b>Excess of revenue over expenditures for the year</b>	(4,727)	7,785	3,058		9,133
<b>Investment in capital assets</b>	3,585	(3,585)	-		-
<b>Balance, end of year</b>	\$ 18,421	\$ 20,438	\$ 38,859	\$	35,801

The accompanying notes are an integral part of these financial statements.

## Sport Dispute Resolution Centre of Canada Statement of Cash Flows

For the year ended March 31	2010	2009
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditures for the year	\$ 3,058	\$ 9,133
Items not involving cash		
Amortization of capital assets	4,727	5,702
Loss on disposal of capital assets	-	98
	<u>7,785</u>	<u>14,933</u>
Changes in non-cash working capital balances		
Accounts receivable	(2,036)	-
Sales taxes receivable	5,475	(978)
Prepaid expenses	1,288	(819)
Accounts payable and accrued liabilities	(4,090)	23,116
Contribution payable	149,561	(60,757)
	<u>157,983</u>	<u>(24,505)</u>
<b>Cash flows from investing activities</b>		
Purchase of capital assets	(3,585)	(1,178)
Proceeds on sale of capital assets	-	1,200
	<u>(3,585)</u>	<u>22</u>
<b>Increase (decrease) in cash during the year</b>	<b>154,398</b>	<b>(24,483)</b>
<b>Cash, beginning of year</b>	<b>92,179</b>	<b>116,662</b>
<b>Cash, end of year</b>	<b>\$ 246,577</b>	<b>\$ 92,179</b>

The accompanying notes are an integral part of these financial statements.

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# Sport Dispute Resolution Centre of Canada

## Notes to Financial Statements

March 31, 2010

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### 1. General Information

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (Bill C-12) on March 19, 2003 as a non-for-profit corporation without share capital and without pecuniary gain to its members.

SDRCC may be designated under the following names:

In French - Centre de règlement des différends sportifs du Canada

In English - Sport Dispute Resolution Centre of Canada

#### Mission of SDRCC

The mission of SDRCC is to provide to the sport community a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution.

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### 2. Significant Accounting Policies

The accounting policies of the organization are in accordance with Canadian generally accepted accounting principles. Outlined below are the policies considered particularly significant:

**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 that satisfy 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.

**Financial Instruments** The organization's financial instruments consist of cash, accounts receivable, accounts payable and contribution payable. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments.

**Fair Value of Financial Assets and Liabilities** The following financial assets and liabilities; cash, accounts receivable, accounts payable and contribution payable are measured at carrying value since it approximates fair value due to the short-term nature of these financial instruments.

## Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2010

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### Financial Instruments Classification

The organization classifies its financial instruments into one of the following categories based on the purpose for which the asset was acquired. The organization's accounting policy for each category is as follows:

#### *Held-for-trading*

This category includes the cash and accounts receivable. These assets are carried in the statement of financial position at fair value with changes in fair value recognized in the statement of revenue and expenditures.

#### *Other Financial Liabilities*

This category includes the accounts payable and the contribution payable. These liabilities are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate method.

Transactions costs for each category are expensed as incurred.

### Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

### Capital Assets

Capital assets are stated at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

Office equipment	20% diminishing balance basis
Computer equipment	30% diminishing balance basis

### Recent Accounting Pronouncement

Recently amended or issued accounting pronouncement that is not yet effective and has a potential implication for the organization is as follows:

#### *Section 1506, Accounting Changes*

In June 2009, the Canadian Institute of Chartered Accountants ("CICA") amended Section 1506, Accounting Changes, to exclude from the scope of this section changes in accounting policies upon the complete replacement of an entity's primary basis of accounting. This amendment is effective for years beginning after July 1, 2009.

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# Sport Dispute Resolution Centre of Canada

## Notes to Financial Statements

**March 31, 2010**

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### **3. Changes in Accounting Policies**

The organization has adopted the following new Handbook sections issued by the CICA, effective April 1, 2009:

#### *Financial Statement Concepts*

CICA Handbook Section 1000, Financial Statement Concepts, has been amended to focus on the capitalization of costs that truly meet the definition of an asset and de-emphasizes the matching principle. The adoption of this new standard did not have any material impact on the financial results and disclosures of the organization.

#### *Cash Flow Statements*

CICA Handbook Section 1540, Cash Flow Statements, has been amended to include not-for-profit organizations within its scope. The adoption of this new standard did not have any material impact on the financial results and disclosures of the organization.

#### *Financial Statement Presentation by Not-for-Profit Organization*

Section 4400 of the CICA Handbook, Financial statement presentation by not-for-profit organizations, was modified to remove the requirement for net assets invested in capital assets to be treated as a separate component of net assets rather than give not-for-profit organizations the opportunity to disclose such amount as a net asset category bound by an internal restriction. In addition, another change was added to reflect that not-for-profit organizations preparing interim financial statements according to Canadian generally accepted accounting principles are comprised in the scope of Section 1751, Interim financial statements. The adoption of this new standard did not have any material impact on the financial results and disclosures of the organization.

#### *Disclosure of Related Party Transactions by Not-for Profit Organizations*

Section 4460 has been amended to make the language in Section 4460 consistent with Related Party Transactions, Section 3840. The adoption of this new standard did not have any material impact on the financial results and disclosures of the organization.

#### *Disclosure of Allocated Expenses by Not-for-Profit Organizations*

The new section 4470 establishes disclosure standards for not-for-profit organizations that choose to classify their expenses by function and allocate expenses from one function to another. The adoption of this new standard did not have any material impact on the financial results and disclosures of the organization.

#### *Financial Instruments - Disclosure and Presentation*

The organization has chosen to apply Section 3861, Financial Instruments - Disclosure and Presentation in place of Section 3862, Financial Instruments - Disclosure and Section 3863, Financial Instruments - Presentation.

## Sport Dispute Resolution Centre of Canada Notes to Financial Statements

**March 31, 2010**

### 4. Capital Assets

	2010		2009	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Office equipment	\$ 43,146	\$ 28,660	\$ 14,486	\$ 15,751
Computer equipment	21,322	17,387	3,935	3,812
	<b>\$ 64,468</b>	<b>\$ 46,047</b>	<b>\$ 18,421</b>	<b>\$ 19,563</b>

### 5. Government Contributions

During the year, the organization was granted \$856,000 (2009 - \$847,500) in financial assistance from Sport Canada. As at March 31, 2010, \$819,667 (2009 - \$775,828) has been received and recorded in the revenues. The contribution of October 2009 was not received because following the examination of the April - August 2009 financial report, Sport Canada determined that the payment of October was not justified and could be deferred according to the needs shown by the organization. Sport Canada thereafter adjusted the payment of November 2009 to reflect the real needs of cash flow of the organization. Any amount of contribution in excess of expenses for the current year must be returned. As at March 31, 2010, there is a net balance payable to Sport Canada of \$151,430 which has been recorded in the financial statements.

The reimbursement of excess contribution consists of the following:

	2010	2009
Excess of revenue over expenditures for the year	\$ 3,058	\$ 9,133
Reimbursement of excess contribution	<b>151,430</b>	24,316
Revenue before adjustment for contribution	<b>154,488</b>	33,449
Other revenue	<b>(4,200)</b>	(13,657)
Amortization	<b>4,727</b>	5,702
Capital assets acquisitions for the year	<b>(3,585)</b>	(1,178)
Reimbursement of excess contribution	<b>151,430</b>	24,316
Contribution receivable at year-end	-	(22,447)
Net contribution payable	<b>\$ 151,430</b>	<b>\$ 1,869</b>

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



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## Sport Dispute Resolution Centre of Canada Notes to Financial Statements

**March 31, 2010**

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### 6. Commitments

The organization has an operating lease for its premises expiring on November 30, 2012.

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

2011	\$	36,168
2012		36,168
2013		<u>24,112</u>
	\$	<u>96,448</u>

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### 7. Capital Management

The organization considers its capital to be its net assets, restricted and unrestricted. Its restricted net assets consist of amounts invested in capital assets.

The organization's objectives in managing its capital are to safeguard its ability to continue as a going concern so it can continue to provide to the sport community a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution. Annual budgets are developed and monitored to ensure the organization's capital is maintained at an appropriate level.

There was no change in the capital management since previous year.

The organization is subject to an externally imposed capital requirement as disclosed in Note 5.

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### 8. Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

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# APPENDIX E

## STATISTICS ON CASES FOR 2009–2010

### SPORT DISPUTE RESOLUTION CENTRE OF CANADA

### SYNOPSIS OF CASES BEFORE THE **ORDINARY TRIBUNAL** (from April 1, 2009 to March 31, 2010)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	SOLUTION	LEGAL REPRESENTATIVE
SDRCC 09-0105 Ordinary Division Arbitration/Mediation	Swimming	Carding	Athlete	Paule Gauthier	55 days (April 29, 2009 to June 23, 2009)	Consent / Settlement	Benoit Girardin (NSO) Marie-Claire Blouin (Athlete)
SDRCC 09-0106 Ordinary Division Arbitration/Mediation	Karate	Others	Official	Graeme Mew	142 days (June 25, 2009 to November 14, 2009)	Consent / Settlement	Steve Indig (NSO) James Doyle (Official-part)
SDRCC 09-0107 Ordinary Division Arbitration/Mediation	Equine Sport	Selection	Official	John P. Sanderson	213 days (June 30, 2009 to January 29, 2010)	Appeal denied	David Lech (NSO)
SDRCC 09-0108 Ordinary Division Arbitration	Cycling	Eligibility	Athlete	Richard W. McLaren	3 days (July 24, 2009 to July 27, 2009)	Consent / Settlement	
SDRCC 09-0109 Ordinary Division Arbitration	Volleyball	Eligibility	Athlete	John Harrison Welbourn	10 days (July 24, 2009 to August 3, 2009)	Appeal allowed	
SDRCC 09-0110 Ordinary Division Arbitration	Athletics	Selection	Athlete	Stewart McInnes	5 days (July 29, 2009 to August 3, 2009)	Appeal allowed	
SDRCC 10-0111 Ordinary Division Mediation	Athletics	Eligibility	University	Barbara Cornish	65 days (January 4, 2010 to March 10, 2010)	Request withdrawn	
SDRCC 10-0112 Ordinary Division Arbitration/Mediation	Shooting	Selection	Athlete	Graeme Mew	42 days (January 7, 2010 to February 18, 2010)	Appeal denied	
SDRCC 10-0113 Ordinary Division Arbitration/Mediation	Athletics	Carding	Athlete	Stephen L. Drymer	37 days (January 13, 2010 to February 19, 2010)	Consent / Settlement	Yann Bernard (Athlete) Robert Lonergan (NSO)
SDRCC 10-0114 Ordinary Division Arbitration/Mediation	Speed Skating	Selection	Athlete	Stephen L. Drymer	30 days (January 21, 2010 to February 20, 2010)	Consent / Settlement	Dominic Venturo (Athlete) Benoit Girardin (NSO)
SDRCC 10-0115 Ordinary Division Arbitration	Taekwondo	Carding	Athlete	Stephen L. Drymer	72 days (February 10, 2010 to April 23, 2010)	Appeal allowed	
SDRCC 10-0116 Ordinary Division Arbitration	Volleyball	Selection	University	Henri Pallard	10 days (March 2, 2010 to March 12, 2010)	Appeal denied	
SDRCC 10-0117 Ordinary Division Arbitration	Athletics	Selection	Athlete	James W. Hedley	3 days (March 4, 2010 to March 7, 2010)	Appeal denied	Robert Lonergan (NSO)
SDRCC 10-0118 Ordinary Division Arbitration	Boxing	Discipline	Official	Patrice M. Brunet	42 days (March 10, 2010 to April 21, 2010)	Consent/ Settlement	Marc Legros (Official) Ryan Savage (NSO)
SDRCC 10-0119 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Joie Quarton	5 days (March 17, 2010 to March 22, 2010)	Consent / Settlement	
SDRCC 10-0120 Ordinary Division Mediation	Equine Sport	Governance	PSO	Lyon Gilbert	March 18, 2010	In Progress	David Lech (NSO) Benoit Girardin (PSO)

SPORT DISPUTE RESOLUTION CENTRE OF CANADA  
**SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2009 to March 31, 2010)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT 09-0096 Doping Tribunal Arbitration	Football	Athlete		4 days (May 8, 2009 to May 12, 2009)	Waiver	
SDRCC DT 09-0097 Doping Tribunal Arbitration	Boxing	Athlete Support Personnel	Barbara Cornish	214 days (May 15, 2009 to September 15, 2009)	Sanction: 12 years	David Lech (CCES)
SDRCC DT 09-0098 Doping Tribunal Arbitration	Football	Athlete		4 days (June 26, 2009 to June 30, 2009)	Waiver	
SDRCC DT 09-0099 Doping Tribunal Arbitration	Water Polo	Athlete		115 days (August 18, 2009 to December 11, 2009)	Waiver	
SDRCC DT 09-0100 Doping Tribunal Arbitration	Judo	Athlete		1 day (August 10, 2009 to August 11, 2009)	Waiver	
SDRCC DT 09-0101 Doping Tribunal Arbitration	Football	Athlete		91 days (November 19, 2009 to February 18, 2010)	Waiver	
SDRCC DT 09-0102 Doping Tribunal Arbitration	Football	Athlete	Ross C. Dumoulin	171 days (November 14, 2009 to May 4, 2010)	Sanction: 8-Month Ineligibility	Arthur Cogan (Athlete) David Lech (CCES)
SDRCC DT 09-0103 Doping Tribunal Arbitration	Sailing	Athlete		4 days (October 29, 2009 to November 2, 2009)	Waiver	
SDRCC DT 09-0104 Doping Tribunal Arbitration	Football	Athlete	Kevin M. Burkett	112 days (November 11, 2009 to March 12, 2010)	Sanction: 5 months Ineligibility	David Lech(CCES)
SDRCC DT 09-0105 Doping Tribunal Arbitration	Football	Athlete	John Harrison Welbourn	61 days (November 6, 2009 to January 6, 2010)	Sanction: 4 months Ineligibility	David Lech (CCES)
SDRCC DT 09-0106 Doping Tribunal Arbitration	Football	Athlete		35 days (October 29, 2009 to December 3, 2009)	Waiver	
SDRCC DT 09-0107 Doping Tribunal Arbitration	Football	Athlete		22 days (November 10, 2009 to December 2, 2009)	Waiver	
SDRCC DT 09-0108 Doping Tribunal Arbitration	Football	Athlete		90 days (December 3, 2009 to March 3, 2010)	Waiver	
SDRCC DT 09-0109 Doping Tribunal Arbitration	Football	Athlete		8 days (November 30, 2009 to December 8, 2009)	Waiver	
SDRCC DT 09-0110 Doping Tribunal Arbitration	Football	Athlete		7 days (November 30, 2009 to December 7, 2009)	Waiver	
SDRCC DT 09-0111 Doping Tribunal Arbitration	Football	Athlete		1 day (November 30, 2009 to December 1, 2009)	Waiver	

## APPENDIX E: STATISTICS ON CASES FOR 2009–2010

SPORT DISPUTE RESOLUTION CENTRE OF CANADA *(continued)*

### SYNOPSIS OF CASES BEFORE THE **DOPING TRIBUNAL** (from April 1, 2009 to March 31, 2010)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT 09-0112 Doping Tribunal Arbitration	Football	Athlete		28 days (December 7, 2009 to April 4, 2010)	Waiver	
SDRCC DT 09-0113 Doping Tribunal Arbitration	Football	Athlete		37 days (December 8, 2009 to April 14, 2010)	Waiver	
SDRCC DT 09-0114 Doping Tribunal Arbitration	Weightlifting	Athlete	Patrice M. Brunet	57 days (December 16, 2009 to February 11, 2010)	Sanction: 2 years Ineligibility	Yann Bernard (CCES)
SDRCC DT 10-0115 Doping Tribunal Arbitration	Football	Athlete		9 days (January 11, 2010 to January 20, 2010)	Waiver	
SDRCC DT 10-0116 Doping Tribunal Arbitration	Football	Athlete		14 days (January 21, 2010 to February 4, 2010)	Waiver	
SDRCC DT 10-0117 Doping Tribunal Arbitration	Athletics	Athlete	Larry Banack	March 22, 2010	In progress	

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# APPENDIX F

## LIST OF ARBITRATORS AND MEDIATORS OF THE SDRCC

### ARBITRATORS

Larry Banack (Ontario)  
John Watson Brooke (Ontario)  
Patrice M. Brunet (Quebec)  
Kevin M. Burkett (Ontario)  
Jean-Guy Clément (Quebec)  
Barbara Cornish (British Columbia)  
Jane H. Devlin (Ontario)  
James E. Doyle (Ontario)  
Stephen L. Drymer (Quebec)  
Ross C. Dumoulin (Ontario)  
L. Yves Fortier (Quebec)  
Paule Gauthier (Quebec)  
Benjamin Greenberg (Quebec)  
James W. Hedley (Manitoba)  
Kathleen J. Kelly (Ontario)  
Marc Lalonde (Quebec)  
Peter J. MacKeigan (Nova Scotia)  
Stewart McInnes (Nova Scotia)  
Richard McLaren (Ontario)  
Anton M.S. Melnyk (Alberta)  
Graeme Mew (Ontario)  
Henri Pallard (Ontario)  
Michel G. Picher (Ontario)  
Richard W. Pound (Quebec)  
Joie Quarton (Yukon)  
Ed Ratushny (Ontario)  
Carol Roberts (British Columbia)  
Bernard A. Roy (Quebec)  
John P. Sanderson (British Columbia)  
Tricia C. Smith (British Columbia)  
Deborah Sword (Alberta)  
John H. Welbourn (Alberta)

### MEDIATORS

Greg Ambrozic (Ontario)  
Larry Banack (Ontario)  
Roger Beaudry (Ontario)  
David Bennett (Ontario)  
Dominique F. Bourcheix (Québec)  
Kevin M. Burkett (Ontario)  
Barbara Cornish (British Columbia)  
Kileen Dagg Centurione (Ontario)  
Jane H. Devlin (Ontario)  
Stephen L. Drymer (Quebec)  
Julie Duranceau (Québec)  
Steven C. Gaon (Ontario)  
Paule Gauthier (Quebec)  
Lyon Gilbert (Ontario)  
Paul Denis Godin (Ontario)  
Roger Gunn (Alberta)  
Kathleen J. Kelly (Ontario)  
Ian R. MacDonald (Alberta)  
Bunny Macfarlane (Ontario)  
Peter J. MacKeigan (Nova Scotia)  
Stewart McInnes (Nova Scotia)  
Anton M.S. Melnyk (Alberta)  
Graeme Mew (Ontario)  
Michel G. Picher (Ontario)  
Joie Quarton (Yukon)  
John P. Sanderson (British Columbia)  
Deborah Sword (Alberta)  
George W. Taylor (Ontario)

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# NOTES





[www.crdsc-sdrcc.ca](http://www.crdsc-sdrcc.ca)

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**

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