

PROUD TO PARTICIPATE IN  
THE **YEAR**  
OF **SPORT**  
2015

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**SPORT DISPUTE  
RESOLUTION CENTRE  
OF CANADA**

**REPORT ON THE OPERATIONS  
OF THE SDRCC 2014-2015**

FROM THE CHAIRPERSON OF THE SDRCC  
DAVID DE VLIAGER / JULY 31, 2015

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**NOTICE:**

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



## About the SDRCC

The Sport Dispute Resolution Centre of Canada (the “SDRCC”) was created in March 2003 by an Act of Parliament, the *Physical Activity and Sport Act* (the “Act”). The Board of Directors of the SDRCC (the “Board”) is composed of voluntary members and has the mandate to direct the SDRCC and oversee its activities. The members of the Board are appointed by the Minister of State (Sport).

This report reviews the operations and assesses the results of the activities of the SDRCC for the period from April 1, 2014 to March 31, 2015 (the “Period”).

### MISSION

The mission of the Centre is to provide to the sport community a) a national alternative dispute resolution service for sport disputes; and b) expertise and assistance regarding alternative dispute resolution.

### VISION FOR 2012–2016

The SDRCC is recognized, respected and accepted as a centre of excellence nationally, which uses resolution facilitation, mediation and arbitration processes to resolve conflicts in sport; and which provides education to all NSOs [National Sport Organizations] and MSOs [Multisport Service Organizations] with the goal of preventing disputes.

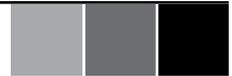
### ORGANIZATION HISTORY AND PROFILE

The SDRCC was established to offer the Canadian sport community the necessary tools to prevent conflicts and, when they are inevitable, to resolve them.

Following extensive consultations in the sport community and collaboration between several key sport organizations in Canada, the interim predecessor of the SDRCC, the ADRsportRED Program was launched in January 2002 to offer dispute resolution services to the sport community at the national level.

When the *Act to Promote Physical Activity and Sport* received Royal Assent in March 2003, the SDRCC was officially established as an independent organization with a mission to provide to the sport community a national alternative dispute resolution (ADR) service for sports-related disputes. The SDRCC officially began its operations in April 2004 and it assumed responsibility for hearing all doping cases in Canada starting in June 2004.

The SDRCC has five full-time staff members, a roster of 44 professional arbitrators and mediators and a twelve-member Board of Directors. On average, the SDRCC handles 45 cases per year, of which approximately half are doping-related cases. In addition to the activities of the Tribunal, the SDRCC Dispute Prevention Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the occurrence or severity of sports-related disputes.



## Message from the Former Chairperson of the Board

During our fiscal year 2014–2015 the Government of Canada declared 2015 to be the Year of Sport to encourage Canadians to participate in sports and to recognize and appreciate the volunteers in sport. The SDRCC proudly contributes to and participates in sport by offering world-class dispute prevention and resolution services to the Canadian sport community. I hope that our commitment to preventing and resolving disputes in a cost effective and timely manner enables more members of the sport community to reach their goals.

My term as a Board member and Chairman has come to an end. I take this opportunity to thank all of the Board members who served with me for their dedication to sport and to the major task of resolving disputes outside of the courts. The new members of the Board have already begun their mandates and I am positive that they will be an asset to the SDRCC.

I also take this opportunity to thank our Chief Executive Officer and her team for the hard work and devotion to our mandate.

### **Allan J. Sattin, Q.C.**

Chairperson of the SDRCC Board of Directors until May 5, 2015

## Message from the Chairperson of the Board

It is an honour for me to assume the chair of this board of directors. Prior to my appointment as a board member in 2013, I was already appreciative of the important role played by the SDRCC; this appreciation has only grown since then. This year - the Year of Sport in Canada - is an important transition year for this organization. We will welcome seven new members to the 12 member team and embark on a process to renew our strategic plan. While this is a significant loss of institutional knowledge, I am also excited by the opportunity to work with these seven new highly qualified directors. Additionally, the renewal of our quadrennial strategic plan will be a wide-ranging process that will determine the blueprint and vision that will guide our board and management in the years to come.

Our mandate rests upon two separate yet related pillars: dispute prevention and dispute resolution. In an ideal world, our first mandate might obviate the need for the second. That is however not our world and hence we are committed to delivering exceptional service on both fronts.

I owe a debt of gratitude to our outgoing Chairperson Allan Sattin and the other retiring board members – I joined a learned, engaged and dedicated board. Their leadership will be missed, though we will strive to maintain their legacy.

I have no doubt that we are a leader in Canadian sport – and that we will continue to provide that leadership. However, Canadians should be confident (and proud) that we will continue to strive to be not just leaders in Canada – but to be leaders in the sport dispute resolution world.

### **David de Vlieger**

Chairperson of the SDRCC Board of Directors



## Message from the Chief Executive Officer

Without a doubt, 2014–2015 has seen the SDRCC live up to its strategic objectives. First and foremost, we enhanced our core business by welcoming eight new arbitrators and mediators to the roster, revising the Canadian Sport Dispute Resolution Code to comply with the new anti-doping rules and publishing an annotated version of the Code, which references the most significant jurisprudence of the SDRCC's first decade.

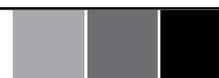
To prevent disputes through education, we expanded our reach to more provinces and territories than ever by responding to more print publication requests and more invitations to speak and by attending more events with our kiosk. In addition, we were solicited more frequently for contributions internationally and in other sectors of alternative dispute resolution.

While the Dispute Secretariat handled an average caseload, the nature of the disputes was atypical: less doping cases overall, but three doping appeals; fewer team selection and carding cases, but a growing variety of others such as membership disputes, sport event hosting bid disputes, harassment and other disciplinary matters.

During the fiscal year, the Board of Directors also undertook a review of its by-laws and conducted a thorough assessment of its business practices with regards to communications and technology. It is certainly on a positive note that we say farewell to four Board members who have served the SDRCC for the past six years to fuel these accomplishments.

We endeavor to continue to deliver professional services to the Canadian sport community as we find our motivation in the confidence expressed by The Honourable Bal Gosal, Minister of State (Sport) and through the generous financial assistance of the Government of Canada.

**Marie-Claude Asselin**  
Chief Executive Officer



# Highlights from 2014–2015

## Achieving Our Objectives:

**OBJECTIVE 1: CONTINUE TO OFFER THE HIGHEST LEVEL OF ADR EXPERTISE THROUGH INNOVATIVE AND PROFESSIONAL DELIVERY OF SERVICES AND RESOURCES**

### 1.1 Conduct a thorough review of the Canadian Sport Dispute Resolution Code

Following public consultation, supplemented with feedback received from the sport and the legal communities, the SDRCC undertook to amend the *Canadian Sport Dispute Resolution Code* to clarify its procedures and to improve its rules and processes. Noteworthy changes include a clearer differentiation of affected parties and intervenors, more precision regarding the confidentiality of SDRCC proceedings, as well as new provisions concerning cost awards, the exhaustion of internal processes and the scope of the panel's review. Significant amendments were also mandated by the adoption of the 2015 Canadian Anti-Doping Program. The 2015 *Canadian Sport Dispute Resolution Code* was adopted by the Board of Directors and came into effect January 1, 2015.

Thanks to the collaboration of a team of law students from the Osgoode Hall Public Interest Requirement (OPIR) program, SDRCC Board members, and SDRCC roster arbitrators, an annotated version of the *Canadian Sport Dispute Resolution Code* was published during the Period and is available on the SDRCC website. Intended as a reference tool for arbitrators and mediators conducting SDRCC proceedings and also to aid legal representatives and unrepresented parties in preparing for their cases, the annotations in this publication link the SDRCC procedural rules to relevant arbitral awards rendered by SDRCC arbitrators.

### 1.2 Deliver comprehensive orientation and training sessions for new and returning roster members as well as for lawyers participating in the *Pro Bono* program

The roster of SDRCC arbitrators and mediators was renewed effective, November 1, 2014 until December 31, 2017. Eight new dispute resolution professionals joined the 44-person roster, reflecting Canada's regional, cultural, gender and

linguistic diversity. The new roster members attended a comprehensive orientation session held in Ottawa, Ontario in conjunction with the 2014 SDRCC Arbitrator and Mediator Conference. In addition to providing valuable training to SDRCC roster members, the event also promoted meaningful interaction with the sport community by being held as part of the Sport Leadership Conference, thanks to a partnership with the Coaching Association of Canada.

During the Period, roster members participated in 14 peer-observation events as part of their ongoing professional development program.

All Pro Bono legal representatives were invited to the public portion of the SDRCC Arbitrator and Mediator Conference and some attended the event. Furthermore, two orientation sessions, "SDRCC 101" and "Doping 101", are under final review and approval stages and will be offered to Pro Bono legal representatives in the next fiscal year.

### 1.3 Offer onsite dispute resolution services during the 2015 Canada Winter Games

The SDRCC conducted pre-games workshops for Canada Games mission staff and was present onsite to provide dispute resolution services at the 2015 Canada Games in Prince George, British Columbia. Although no disputes were reported during the Games, staff members distributed SDRCC resources and promotional items at its kiosk in the Athletes Village.

### 1.4 Implement and monitor the new Quality Control program

The Code of Conduct for Mediators and Arbitrators now forms part of the roster members' agreement which was signed by all new and returning SDRCC arbitrators and mediators upon appointment. A post-proceedings online questionnaire has been developed for clients to evaluate tribunal services. This is expected to be fully implemented in the 2015–2016 fiscal year.

### 1.5 Explore opportunities for third-party use of the Case Management Portal

With increased external interest for the SDRCC Case Management Portal (CMP), serious consideration is being



given for the SDRCC to enable external dispute resolution programs to use the CMP under a fee-for-service model. As an alternative to developing a third-party administrative component of the Case Management Portal, different licensing models have also been thoroughly explored during the Period. Discussions on this potential project are continuing as the SDRCC works closely with a consulting firm to develop a technology strategy.

**OBJECTIVE 2: DEVELOP NEW CONTENT AND TOOLS TO FURTHER INFORM AND EDUCATE MEMBERS OF THE CANADIAN SPORT COMMUNITY ABOUT DISPUTE RESOLUTION AND EFFECTIVE RISK REDUCTION STRATEGIES**

### **2.1 Develop new resources to help identify strategies to minimize sports-related disputes and guide unrepresented parties through SDRCC proceedings**

A new resource for sport administrators, *Main Causes of Disputes & Prevention Strategies* was produced in both print format and as an online interactive tool. Also, the Team Selection Policy Checklist was launched at the 2014 Sport Leadership Conference as a new tool intended to assist athletes, coaches and sport administrators in the review of draft team selection policies in order to ensure that key components are included and gaps or inconsistencies are avoided.

### **2.2 Complete the revisions of the existing appeal policy package and create a simplified version**

The appeal policy package has been revised and updated to become the *Guide to the Development of an Appeal Policy*. The policy model that it proposes is suitable for medium to large size sport organizations, such as NSOs, MSOs and larger provincial organizations. A simplified model will also be released to provide sport organizations with less resources, such as provincial associations and clubs, an alternative appeal process adapted to their needs and means.

### **2.3 Continue to explore ways to maximize the use of social media to promote the SDRCC**

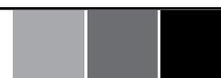
As part of the recommendations from the consulting firm advising the SDRCC on its communication strategy LinkedIn was prioritized as a more effective way to share information with the sport and ADR communities. Analytics from that platform illustrate that the number of SDRCC followers has more than doubled during the Period. The LinkedIn page was utilised to promote the call for applications for new Board members and to announce SDRCC events, new tools and resources. The SDRCC Social Media Policy will be reviewed and revised in the next fiscal year as part of the implementation of the new Communication Plan.

**OBJECTIVE 3: ENHANCE INTERACTION WITH THE SPORT COMMUNITY TO BROADEN THE SCOPE OF INFLUENCE AND INCREASE THE IMPACT OF DISPUTE PREVENTION AND RESOLUTION EFFORTS**

### **3.1 Enhance visibility and interaction by ensuring SDRCC presence at relevant meetings and events to educate more members of the Canadian sport community on dispute prevention and resolution**

The SDRCC was increasingly active in the sport community during the Period. Staff members facilitated workshops and distributed dispute prevention and resolution publications through its kiosk at four national events: AthletesCAN Forum; Sports Officials Canada's annual conference; Sport Leadership Conference; and CS4L Summit. The SDRCC also displayed its kiosk at the annual meeting of Canadian Interuniversity Sport.

In addition to attending the 2015 Canada Games in Prince George, the SDRCC presented its kiosk at the Acadian Games in Bathurst, New Brunswick and the Quebec Games in Longueuil, Quebec. The SDRCC also was successful in reaching out to more provincial and territorial sport



organizations than in any previous period. Staff conducted workshops hosted by Sport PEI; ViaSport BC; Sport North; Karate Canada; Sport Newfoundland and Labrador; and the Government of New Brunswick. The SDRCC staff led a discussion on disciplinary processes with provincial and territorial mission staff leading up to the Canada Games in Prince George.

The SDRCC received requests from and sent publications to Canadian Sport Institutes and to several provincial sport organizations. The SDRCC extended its reach to future sport administrators by making presentations to sport management students at Algonquin College and the University of Ottawa.

### **3.2 Collaborate with relevant sport and ADR organizations to maximize the use of shared resources and work together to create and promote mutually beneficial educational tools**

Ongoing collaboration with the Canada Games Council led to a tripartite agreement with the Prince George Host Society to provide dispute resolution services during the 2015 Canada Winter Games. A long-standing partnership with AthletesCAN saw the SDRCC co-facilitate with the CCES a training session for the new Sport Solution Program Managers.

Several memorandums of agreement were signed with partners during the Period. SDRCC partnered with Coaching Association of Canada to share resources and provide relevant professional development to respective stakeholders by collaborating to host the Sport Leadership Conference in conjunction with the SDRCC Arbitrator and Mediator Conference. Attendees benefitted from interactive discussions and sessions led by SDRCC staff, Board members and arbitrators. Topics included managing doping violations among NSO members, new anti-doping rules, internal appeal processes and lessons learned from a decade of team selection disputes.

The SDRCC and Club Excellence also formalized their relationship in an agreement to be content delivery partners, to share educational tools and to collaborate on the development of new resources.

To mutually widen their scope of influence and increase the impact of sport dispute prevention and resolution efforts, the SDRCC and ViaSport BC entered into a two-year agreement. This agreement ensures that the sport community in British Columbia can access SDRCC services, publications, and expertise.

In its efforts to maintain and develop positive relationships with the alternative dispute resolution sector, the SDRCC was very active in speaking engagements at events organized by the BC Council of Administrative Tribunals, the Social Security Tribunal and the ADR Institute of Canada. The Chief Executive Officer also participated by videoconference as a guest panelist at the International Sport Federations Forum held by SportAccord in Lausanne, Switzerland.

### **3.3 Review and update the SDRCC communication plan in order to establish more efficient strategies to ensure that key educational messages reach a wider audience**

The SDRCC Communication Plan was completely rewritten following a consultation process with key partners and stakeholders. A communications consultant reviewed and assessed the existing communication tools and practices of the SDRCC, and consequently offered recommendations to ensure that communications remain coordinated, consistent and proactive. The new Communication Plan, was approved by the Board of Directors in March 2015, and aligns the communication strategies with the SDRCC's strategic priorities. The plan puts an emphasis on humanising the SDRCC while expanding its outreach to all levels of the Canadian sport community. Highlights of the plan include the creation of a YouTube channel, a plain language edit of existing publications, and continued delivery of customized, scenario-based education programming.



**OBJECTIVE 4: DEVELOP AND IMPLEMENT  
TRANSPARENT AND RESPONSIBLE MANAGE-  
MENT AND GOVERNANCE POLICIES**

**4.1 Review the SDRCC corporate by-laws and update  
as required**

During the Period, the SDRCC conducted a review of its corporate by-laws. Amendments were made in order to remain current and reflect responsible management and governance practices. The revised by-laws were adopted by the Board of Directors in March 2015.

**4.2 Assist the Minister in seeking applicants to join  
the Board of Directors in 2015**

The SDRCC widely promoted opportunities to join its Board of Directors and encouraged applications from several members of the sport community to increase diversity and maintain a strong and relevant expertise. The SDRCC staff managed the application process on behalf of the Minister of State (Sport), who appointed four new directors to begin their mandates in May 2015 and three more to join in December 2015.

**4.3 Promote and celebrate the 10<sup>th</sup> anniversary  
of the establishment of the SDRCC**

The SDRCC officially celebrated its 10<sup>th</sup> anniversary with a cocktail reception at its annual public meeting which was held in Ottawa. The event was attended by representatives of NSOs, MSOs, as well as SDRCC Board and roster members. The SDRCC was especially honoured to host The Honourable Bal Gosal, Minister of State (Sport) at this event. Additionally, a 10<sup>th</sup> anniversary logo was created and used on SDRCC e-mail signatures and on selected promotional items to commemorate the occasion.

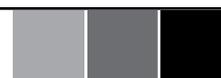
**4.4 Ensure that the SDRCC policies comply with the Act,  
its by-laws and any agreements to which the SDRCC  
is a party**

The 2013–2014 SDRCC Annual Report was delivered to the Minister of State (Sport) in July 2014 and the SDRCC Annual Public meeting was held in Ottawa on September 18, 2014.

A contracted bookkeeper provided accounting services for the SDRCC during the Period. Collins Barrow LLP, Chartered Accountants, audited the accounts and financial transactions of the SDRCC and submitted its written report to the Audit and Finance Committee of the SDRCC on June 18, 2015. The Auditor's Report was approved by the Board of Directors of the SDRCC on July 20, 2015. The Auditor's Report, presented on page 16 of this report, states that the policies of the SDRCC are in accordance with Canadian generally accepted accounting principles and that the SDRCC is considered economically dependent upon government funding for its financial operations.

Sport Canada's contribution to the SDRCC for the Period was **\$1,000,000**. The approved financial statements show that related expenses amounted to a total of **\$997,317** broken down as follows:

- **\$188,497** for administration, including office, governance, and communication;
- **\$30,751** for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- **\$366,411** for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- **\$411,658** for human resources, including professional services as well as salaries and benefits for the SDRCC staff.



For several consecutive years, the cost of tribunal operations has exceeded budgeted amounts. A tight budgetary control is required throughout the year to compensate for the unpredictability of the number and complexity of cases filed with the SDRCC. In 2014–2015, tribunal expenses were \$24,411 over budget, however with cost-controls and savings in other areas of operations an excess of revenues over expenses of **\$6,760** for the Period was recorded. The latter amount will be returned to Sport Canada.

The Board of Directors has noted an inevitable increase in tribunal operation costs. As a result of significant rule changes in the World Anti-Doping Code and the Canadian Anti-Doping Program, it is expected that the SDRCC will see even more proceedings in the Doping Tribunal and the Doping Appeal Tribunal in the coming years. The Board of Directors is confident that the Government of Canada will acknowledge this trend and allow it to inform future funding decisions.

The SDRCC generated \$6,517 in independent revenues for the Period.

As required by Section 32 of the Act, the SDRCC Corporate Plan for the 2015–2016 fiscal year was delivered to the Minister of State (Sport) on February 26, 2015. The plan indicated that the SDRCC would: (i) continue to provide, client-oriented, efficient, and professional sport dispute prevention and resolution services; (ii) develop new resources to assist parties and legal representatives to better understand and prepare for SDRCC dispute resolution processes; (iii) create accessible and innovative education resources to help members of the Canadian sport community prevent disputes and, should disputes arise, tools to manage them more fairly; (iv) cultivate strategic relationships to enhance interaction and increase awareness of its dispute prevention initiatives; and (v) practice transparent and responsible

management and governance. The corporate plan presented a budget that included expenditures of \$1,000,000. The projected expenditures include: \$123,500 for administration, \$42,000 for official languages, \$335,000 for operations, and \$499,500 for human resources.

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

# THE YEAR OF SPORT 2015

# L'ANNÉE DU SPORT 2015



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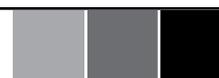
LE CANADA, UNE GRANDE NATION SPORTIVE  
CANADA: A LEADING SPORT NATION



Gouvernement  
du Canada

Government  
of Canada

Canada



## DISPUTE RESOLUTION SECRETARIAT ACTIVITIES IN 2014–2015

Forty-six (46) cases were filed before the SDRCC during the Period, originating from 17 different sports.

The Ordinary Tribunal was seized of 31 new requests dealing with issues such as team selection, athlete carding, discipline, and governance matters. Seven (7) of these cases were urgent in nature and were resolved in six (6) days or less.

Seven (7) cases were settled by consent agreement of the parties; 18 cases were resolved by arbitration; and five (5) requests were withdrawn. The average delay for an arbitral award to be rendered was 43 days; the average duration of cases resolved by settlement agreement was 42 days.

In the Doping Tribunal, 12 new doping violation assertions were filed, four (4) of which were determined by an arbitral decision. Seven (7) cases were resolved by the athletes waiving their right to a hearing and accepting the sanction proposed by the Canadian Centre for Ethics in Sport (CCES),

and one (1) case was withdrawn. The average time for resolution of doping cases was 58 days.

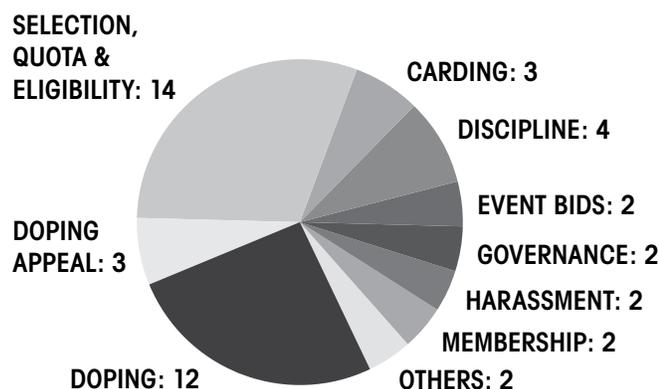
Three (3) Doping Appeals were filed with the SDRCC during the Period, two (2) of which were withdrawn by the athletes. In the other case, the appeal by the CCES was granted and a sanction of a 2-year period of ineligibility was imposed on the athlete.

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

Parties to SDRCC proceedings benefitted from access to free legal advice and services through the SDRCC Pro Bono program. Partial statistics obtained by the SDRCC show that, during the Period, legal representatives from the SDRCC Pro Bono list assisted in at least 26 cases, representing savings for members of the sport community of over \$200,000 in legal fees.

### TYPE OF DISPUTE

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



### DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Taekwondo	11
Cycling	5
Swimming	5
Wrestling	4
Football	4
Athletics	3
Weightlifting	3
Canoe-Kayak	2

*Sports from which only one dispute was submitted were: Equine Sport, Figure Skating, Judo, Karate, Rugby, Shooting, Snowboard, Speed Skating, and Wheelchair Rugby.*

# TRIBUNAL STATISTICS FOR 2014–2015

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA

### SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2014 to March 31, 2015)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding	Solution	Legal Representative
SDRCC 14-0224 Ordinary Division Med/Arb	Shooting	Governance	Athlete	David I. Bristow	68 days (April 9 to June 16, 2014)	Consent/Settlement	Emir Crowne (Athlete) LeeAnn Cupidio & Steven Indig (NSO)
SDRCC 14-0225 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Allan J. Stitt	2 days (April 29 to May 1, 2014)	Appeal allowed	
SDRCC 14-0226 Ordinary Division Arbitration	Swimming	Discipline	Club	James W. Hedley	91 days (May 1 to July 31, 2014)	Appeal denied	Emir Crowne (Club) Benoit Girardin (NSO) Brian Ward (PSO)
SDRCC 14-0227 Ordinary Division Resolution Facilitation	Swimming	Selection	NSO	Julie Duranceau	14 days (May 1 to May 15, 2014)	Termination of mediation	Louis Mazurette (Athlete) Benoit Girardin (NSO)
SDRCC 14-0228 Ordinary Division Arbitration	Athletics	Event bids	Club		47 days (May 16 to July 2, 2014)	Consent/Settlement	Nicholas Debono & Bruce A. Macdonald, (Club) Peter Lawless (NSO)
SDRCC 14-0229 Ordinary Division Arbitration	Taekwondo	Eligibility	Official	John H. Welbourn (Jurisdictional)	27 days (May 30 to June 26, 2014)	Appeal denied	
SDRCC 14-0230 Ordinary Division Arbitration	Speed Skating	Selection	Athlete		13 days (June 4 to June 17, 2014)	Request withdrawn	Emir Crowne (Athlete)
SDRCC 14-0231 Ordinary Division Arbitration	Taekwondo	Selection	Athlete	John H. Welbourn	14 days (June 16 to June 30, 2014)	Appeal denied	
SDRCC 14-0232 Ordinary Division Arbitration	Taekwondo	Harassment	PSO & Members	Richard H. McLaren (Jurisdictional)	64 days (June 16 to August 19, 2014)	Appeal denied	Kevin Nearing (NSO)
SDRCC 14-0233 Ordinary Division Arbitration	Taekwondo	Selection	Coach		6 days (June 20 to June 26, 2014)	Request withdrawn	
SDRCC 14-0234 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Stephen L. Drymer	26 days (June 25 to July 21, 2014)	Appeal denied	Leanne E. Standryk (Athlete) Brian Ward (NSO) Beamer Comfort & Peter Farkas (Affected Party)
SDRCC 14-0235 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athletes	Stewart McInnes	9 days (July 16 to July 25, 2014)	Consent/Settlement	Steven Indig (NSO)
SDRCC 14-0236 Ordinary Division Med/Arb	Canoe-Kayak	Selection	Athletes		5 days (July 17 to July 22, 2014)	Request withdrawn	Steven Indig (NSO)
SDRCC 14-0237 Ordinary Division Med/Arb	Wrestling	Selection	Athlete	Stewart McInnes	0 days (July 21, 2014)	Appeal allowed	Douglas C. Jack & Kavina Nagrani (Athlete) Brian Ward (NSO) Peter Lawless (Affected Party)
SDRCC 14-0238 Ordinary Division Arbitration	Judo	Carding	Athlete	Paule Gauthier	59 days (September 2 to October 31, 2014)	Appeal allowed	



File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding	Solution	Legal Representative
SDRCC 14-0239 Ordinary Division Arbitration	Wrestling	Field of Play Protest	Athlete	Carol L. Roberts	34 days (September 3 to October 7, 2014)	Appeal denied	Emir Crowne (Athlete) LeeAnn L. Cupidio (NSO)
SDRCC 14-0240 Ordinary Division Arbitration	Cycling	Selection	Athlete		0 days (September 23, 2014)	Request withdrawn	
SDRCC 14-0241 Ordinary Division Arbitration	Karate	Discipline	Official	Cayley Jane Thomas	110 days (September 25, 2014 to January 13, 2015)	Consent/Settlement	William H. Hilder (Affected Party)
SDRCC 14-0242 Ordinary Division Arbitration	Taekwondo	Eligibility	Club	Richard W. Pound	61 days (October 29 to December 29, 2014)	Appeal allowed	Kevin P. Nearing (NSO)
SDRCC 14-0243 Ordinary Division Arbitration	Taekwondo	Harassment	PSO & Members	Jane H. Devlin	164 days (October 31, 2014 to April 13, 2015)	Appeal allowed	Kevin P. Nearing, Yann Bernard & Annie Bourgeois (NSO)
SDRCC 14-0244 Ordinary Division Med/Arb	Snowboard	Carding	Athletes	Julie Duranceau	14 days (November 4 to November 18, 2014)	Consent/Settlement	Louise R. Guerrette (Athletes) Benoit Girardin (NSO)
SDRCC 14-0245 Ordinary Division Arbitration	Taekwondo	Selection	Coaches	Robert Décarry	17 days (November 14 to December 1, 2014)	Appeal denied	
SDRCC 14-0246 Ordinary Division Med/Arb	Equine	Others	Event Promoter	Paule Gauthier	38 days (December 12, 2014 to January 19, 2015)	Consent/Settlement	Elisabeth Preston (Event Promoter) Steven Indig & LeeAnn L. Cupidio (NSO)
SDRCC 14-0247 Ordinary Division Arbitration	Athletics	Event bids	Club	Ross C. Dumoulin	49 days (December 18, 2014 to February 5, 2015)	Appeal allowed	Peter Lawless (NSO)
SDRCC 15-0248 Ordinary Division Med/Arb	Taekwondo	Governance	Clubs		18 days (January 12 to January 30, 2015)	Request withdrawn	
SDRCC 15-0249 Ordinary Division Med/Arb	Taekwondo	Membership	Athlete	David Bennett	6 days (January 15 to January 21, 2015)	Consent/Settlement	Michael Bardagi (NSO)
SDRCC 15-0250 Ordinary Division Arbitration	Swimming	Membership	Athlete	Carol L. Roberts	43 days (March 2 to April 14, 2015)	Appeal denied	Benoit Girardin (NSO)
SDRCC 15-0251 Ordinary Division Arbitration	Taekwondo	Discipline	Coaches	Robert Décarry	6 days (March 17 to March 23, 2015)	Appeal denied	Yann Bernard & Annie Bourgeois (NSO)
SDRCC 15-0252 Ordinary Division Arbitration	Figure Skating	Discipline	Coach	Carla Qualtrough	30 days (March 24 to April 23, 2015)	Appeal allowed	Elliot Saccucci (Coach) Danny Bernstein & Daphne Fedoruk (NSO)
SDRCC 15-0253 Ordinary Division Arbitration	Taekwondo	Carding	Athlete	Ross C. Dumoulin	34 days (March 24 to April 27, 2015)	Appeal allowed	Paul-Erik Veel (Athlete) Benoit Girardin (NSO)
SDRCC 15-0254 Ordinary Division Med/Arb	Swimming	Eligibility	Athletes	Gordon E. Peterson	50 days (March 30 to May 19, 2015)	Appeal denied	

# TRIBUNAL STATISTICS FOR 2014–2015

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2014 to March 31, 2015)

File Number Division Type of request	Sport	Member Asserted	Arbitrator	Length of Proceeding	Solution	Legal Representative
SDRCC DT 13-0198 Doping Tribunal Arbitration	Football	Athlete	Barbara Cornish	419 days (July 16, 2013 to September 8, 2014)	Sanction: 4-Year Ineligibility	David Lech (CCES)
SDRCC DT 14-0205 Doping Tribunal Arbitration	Athletics	Athlete	Allan J. Stiff	241 days (May 9, 2014 to January 5, 2015)	Sanction: Reprimand	Jordan Goldblatt (Athlete) David Lech, Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 14-0206 Doping Tribunal Arbitration	Football	Athlete	James W. Hedley	115 days (May 12 to September 4, 2014)	Sanction: 2-Year Ineligibility	David Lech (CCES)
SDRCC DT 14-0207 Doping Tribunal Arbitration	Football	Athlete		79 days (June 2 to August 20, 2014)	Waiver	Brent B. Olthuis (Athlete) David Lech (CCES)
SDRCC DT 14-0208 Doping Tribunal Arbitration	Football	Athlete		12 days (May 15 to May 27, 2014)	Waiver	
SDRCC DT 14-0209 Doping Tribunal Arbitration	Weightlifting	Athlete		10 days (May 16 to May 26, 2014)	Waiver	
SDRCC DT 14-0210 Doping Tribunal Arbitration	Swimming	Athlete		23 days (May 28 to June 20, 2014)	Waiver	James Smellie (Athlete) David Lech & Alexandre Maltas (CCES), Benoit Girardin (NSO)
SDRCC DT 14-0211 Doping Tribunal Arbitration	Cycling	Athlete		39 days (August 21 to September 29, 2014)	Request Withdrawn	Michael-Thai Nguyen (Athlete) David Lech, Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 14-0212 Doping Tribunal Arbitration	Weightlifting	Athlete	Ross C. Dumoulin	142 days (July 14 to December 3, 2014)	Sanction: 2-Year Ineligibility	David Lech, Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 14-0213 Doping Tribunal Arbitration	Weightlifting	Athlete	Robert Décarý	81 days (July 10 to September 29, 2014)	Sanction: 2-Year Ineligibility	David Lech, Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 14-0214 Doping Tribunal Arbitration	Rugby	Athlete		5 days (September 25 to September 30, 2014)	Waiver	
SDRCC DT 14-0215 Doping Tribunal Arbitration	Cycling	Athlete		34 days (October 8 to November 11, 2014)	Waiver	
SDRCC DT 14-0216 Doping Tribunal Arbitration	Football	Athlete		84 days (December 10, 2014 to March 4, 2015)	Waiver	David Lech (CCES) Ike Awgu (Athlete)
SDRCC DT 15-0217 Doping Tribunal Arbitration	Wheelchair Rugby	Athlete	Carol L. Roberts	70 days (March 31 to June 9, 2015)	Sanction: 16-Month Ineligibility	David Lech & Alexandre Maltas (CCES), Paul Greene (Athlete)



## SPORT DISPUTE RESOLUTION CENTRE OF CANADA

### **SYNOPSIS OF CASES BEFORE THE DOPING APPEAL TRIBUNAL** (from April 1, 2014 to March 31, 2015)

<b>File Number Division Type of request</b>	<b>Sport</b>	<b>Appellant</b>	<b>Arbitrator</b>	<b>Length of Proceeding</b>	<b>Solution</b>	<b>Legal Representative</b>
SDRCC DAT 14-0004 Doping Appeal Tribunal Arbitration	Cycling	Athlete		19 days (June 27 to July 16, 2014)	Request withdrawn	David Lech, Yann Bernard & Annie Bourgeois (CCES)
SDRCC DAT 14-0005 Doping Appeal Tribunal Arbitration	Cycling	Athlete		34 days (July 8 to August 11, 2014)	Request withdrawn	Albert Greenspoon (Athlete) David Lech, Yann Bernard & Annie Bourgeois (CCES)
SDRCC DAT 15-0006 Doping Appeal Tribunal Arbitration	Athletics	CCES	L. Yves Fortier (Pres.), Robert P. Armstrong & Patrice M. Brunet	70 days (January 22 to April 2, 2015)	Appeal granted/ Sanction: 2-Year Ineligibility	Jordan Goldblatt (Athlete) David Lech, Luisa Ritacca & Justin Safayeni (CCES)



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# AUDITORS' REPORT FOR THE 2014-2015 FISCAL YEAR

## **SPORT DISPUTE RESOLUTION CENTRE OF CANADA**

### **FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED MARCH 31, 2015**

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## INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of Sport Dispute Resolution Centre of Canada, which comprise the statement of financial position as at March 31, 2015, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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## INDEPENDENT AUDITOR'S REPORT (cont'd.)

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We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Sport Dispute Resolution Centre of Canada** as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Collins Barrow Montréal s.e.n.c.l./LLP* <sup>1</sup>

Montréal, Québec  
July 20, 2015

<sup>1</sup>CPA auditor, CA, public accountancy permit No. A114616

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2015**

	2015	2014
<b>ASSETS</b>		
<b>Current</b>		
Cash (Note 3)	\$ 138,404	\$ 184,611
Accounts receivable (Note 4)	56,410	24,010
Prepaid expenses	10,476	2,255
	<u>205,290</u>	210,876
<b>Capital assets (Note 5)</b>	<b>17,886</b>	16,795
<b>Long-term deposit</b>	<u>10,270</u>	10,270
	<u><b>\$ 233,446</b></u>	<u>\$ 237,941</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 154,471	\$ 122,405
Contribution payable, payable on demand and non-interest bearing (Note 7)	6,760	45,154
	<u>161,231</u>	167,559
<b>NET ASSETS</b>		
<b>Invested in capital assets</b>	<b>17,885</b>	16,795
<b>Unrestricted</b>	<u>54,330</u>	53,587
	<u>72,215</u>	70,382
	<u><b>\$ 233,446</b></u>	<u>\$ 237,941</u>

**APPROVED ON BEHALF OF THE BOARD:**

\_\_\_\_\_ *Director*

\_\_\_\_\_ *Director*

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2015</u>	<u>2014</u>
Balance, beginning of year	\$ 16,795	\$ 53,587	\$ 70,382	\$ 66,131
Excess (deficiency) of revenue over expenditures for the year	(4,990)	6,823	1,833	4,251
Investment in capital assets	6,080	(6,080)	-	-
<b>Balance, end of year</b>	<b>\$ 17,885</b>	<b>\$ 54,330</b>	<b>\$ 72,215</b>	<b>\$ 70,382</b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

	<b>2015</b>	<b>2014</b>
<b>Revenue (Note 7)</b>		
Contribution	\$ 999,393	\$ 1,000,000
Other revenue	6,517	9,002
Reimbursement of excess contribution (Note 7)	<u>(6,760)</u>	<u>(45,154)</u>
	<b>999,150</b>	<b>963,848</b>
<b>Expenditures</b>		
<b>General and administrative</b>		
Professional fees	59,411	35,573
Rent	49,917	49,637
Travelling expenses	13,933	21,596
Promotion and communications	10,228	20,258
Office expenses	13,909	10,871
Meeting	16,463	7,945
Insurance	9,392	9,299
Meals and entertainment	3,418	8,442
Telephone and telecommunications	6,193	5,254
Amortization	4,990	5,353
Interest and bank charges	443	105
Donations	<u>200</u>	<u>-</u>
	<b>188,497</b>	<b>174,333</b>
<b>Human resources</b>		
Salaries and benefits	383,060	385,645
Training	17,957	18,871
Professional fees	<u>10,641</u>	<u>10,024</u>
	<b>411,658</b>	<b>414,540</b>
<b>Official languages</b>		
Translation of decisions	23,935	28,222
Translation of documents	<u>6,816</u>	<u>11,346</u>
	<b>30,751</b>	<b>39,568</b>
<b>Operations</b>		
Case fees	241,438	212,773
Training of arbitrators and mediators	72,631	60,833
Education expenses	<u>52,342</u>	<u>57,550</u>
	<b>366,411</b>	<b>331,156</b>
	<b>997,317</b>	<b>959,597</b>
<b>Excess of revenue over expenditures for the year (Note 7)</b>	<b>\$ 1,833</b>	<b>\$ 4,251</b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED MARCH 31, 2015**

	<b>2015</b>	<b>2014</b>
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditures for the year	\$ 1,833	\$ 4,251
Adjustment for		
Amortization of capital assets	<u>4,990</u>	<u>5,353</u>
Total adjustments	<b>6,823</b>	9,604
Net change in non-cash working capital items		
Increase in accounts receivable	<b>(32,400)</b>	(6,264)
(Increase) decrease in prepaid expenses	<b>(8,221)</b>	2,761
Increase (decrease) in accounts payable and accrued liabilities	<b>32,065</b>	(28,253)
(Decrease) increase in contribution payable	<u><b>(38,394)</b></u>	<u>33,825</u>
Cash (used in) provided by operating activities	<b>(40,127)</b>	11,673
<b>Cash flows from investing activity</b>		
Purchase of capital assets	<u><b>(6,080)</b></u>	<u>(602)</u>
<b>(Decrease) increase in cash</b>	<b>(46,207)</b>	11,071
<b>Cash, beginning of year</b>	<u><b>184,611</b></u>	<u>173,540</u>
<b>Cash, end of year</b>	<u><u><b>\$ 138,404</b></u></u>	<u><u>\$ 184,611</u></u>

*See accompanying notes*

# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2015

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#### 1. Nature of operations

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 not-for-profit corporation without share capital and without pecuniary gain to its members.

SDRCC may be designated under the following names:

In French - Centre de Règlement des Différends Sportifs du Canada  
In English - Sport Dispute Resolution Centre of Canada

#### Mission of SDRCC

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

#### 2. Significant accounting policies

The organization applies the Canadian accounting standards for not-for-profit enterprises.

##### (a) Measurement uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in income in the period in which they become known. Estimates are used when accounting for certain items such as accrued liabilities, allowance for doubtful accounts and the useful life of equipment.

##### (b) Revenue recognition

The organization follows the deferral method of accounting for contributions whereby restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. Restricted contributions are defined as contributions on which stipulations are imposed on how the resources must be used. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### (c) Capital assets

Capital assets are recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Office equipment	20%
Computer equipment	30%

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2015**

**2. Significant accounting policies (cont'd.)**

**(d) Financial instruments**

**(i) Measurement of financial instruments**

The organization initially measures its financial assets and liabilities at fair value.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash and accounts receivable.

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

**(ii) Impairment**

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

**3. Restricted cash**

Included in cash are restricted funds of \$96,297 (2014 - \$143,229) pertaining to Sport Canada funding which must be utilized on eligible expenses incurred during the year. The remaining balance is unrestricted cash which relates to independent revenue earned by the organization to be utilized at their discretion.

**4. Accounts receivable**

	<u>2015</u>	<u>2014</u>
Contribution receivable from Sports Canada	\$ 30,319	\$ -
Sales taxes receivable	25,841	23,510
Other receivables	<u>250</u>	<u>500</u>
	<u>\$ 56,410</u>	<u>\$ 24,010</u>

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2015**

**5. Capital assets**

	<u>2015</u>		<u>2014</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 48,956	\$ 41,267	\$ 7,689	\$ 9,611
Computer equipment	<u>42,020</u>	<u>31,823</u>	<u>10,197</u>	<u>7,184</u>
	<u>\$ 90,976</u>	<u>\$ 73,090</u>	<u>\$ 17,886</u>	<u>\$ 16,795</u>

**6. Accounts payable and accrued liabilities**

Included in accounts payable and accrued liabilities are approximately \$16,416 (2014 - \$14,375) of payroll deductions at source.

**7. Government contributions**

During the year, the organization was granted \$999,393 (2014 - \$1,000,000) in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2015, there is a net balance payable to Sport Canada of \$6,760 (2014 - \$45,154) which has been recorded in the financial statements.

The reimbursement of the excess contribution consists of the following:

	<u>2015</u>	<u>2014</u>
Excess of revenue over expenditures for the year	\$ 1,833	\$ 4,251
Reimbursement of excess contribution	<u>6,760</u>	<u>45,154</u>
Revenue before adjustment for contribution	8,593	49,405
Other revenue (net of expenses)	(743)	(9,002)
Amortization	4,990	5,353
Capital assets acquisition for the year	<u>(6,080)</u>	<u>(602)</u>
Reimbursement of excess contribution and contribution payable at year-end	<u>\$ 6,760</u>	<u>\$ 45,154</u>

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

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2015**

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**8. Commitments**

The organization has an operating lease for its premises expiring November 30, 2017.

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

2016	\$	53,091
2017		53,091
2018		<u>35,394</u>
	\$	<u>141,576</u>

**9. Financial instruments**

**Liquidity risk**

Liquidity risk is the risk the company may not be able to meet its obligations. The organization has a comprehensive plan in place to meet their obligations as they come due which is primarily from cash flow from government funding.

**10. Comparative figures**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

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## Board of Directors

The Board of Directors of the SDRCC is appointed by the Minister of State (Sport). It reflects regional and cultural diversity, and is representative of the Canadian sports system. The SDRCC Board must include a minimum of three athletes, a coach, a representative of a National Sport Organization and a representative of a Major Games Organization. Collectively, they demonstrate significant knowledge of the Canadian sport system, the nature of disputes that may arise, and expertise in alternate dispute resolution and the maintenance of an alternate dispute resolution system.

### **BOARD OF DIRECTORS AND COMMITTEE MEMBERSHIP** (as of March 31, 2015)

**ALLAN J. SATTIN** (Calgary, AB)  
Chairman of the Board of Directors  
Chairman, Executive Committee  
*(The Chairman is an ex-officio member of all committees except the Audit Committee)*

**LUC ARSENEAU** (Dieppe, NB)  
Communication & Technology Committee  
Human Resources Committee

**JEAN R. DUPRÉ** (Montréal, QC)  
Executive Committee  
Human Resources Committee  
International Committee

**MIRAY CHESKES GRANOVSKY** (Toronto, ON)  
Chairperson, Complaints Committee  
Executive Committee  
ADR Services Committee  
International Committee

**DASHA PEREGOUDOVA** (Toronto, ON)  
Audit & Finance Committee  
Complaints Committee  
Human Resources Committee

**MICHAEL A. SMITH** (Ottawa, ON)  
Executive Committee  
ADR Services Committee  
International Committee

**ANTHONY WRIGHT** (Vancouver, BC)  
ADR Services Committee  
Communication & Technology Committee  
International Committee

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

**DAVID DE VLIAGER** (Calgary, AB)  
Chairman, Audit & Finance Committee  
Executive Committee  
ADR Services Committee  
Complaints Committee

**FRANK FOWLIE** (Geneva, Switzerland)  
Chairman, International Committee  
ADR Services Committee  
Communication & Technology Committee

**MARG MCGREGOR** (Ottawa, ON)  
Chairperson, Communication & Technology Committee  
Human Resources Committee  
International Committee

**JOHN REID** (Ottawa, ON)  
Chairman, ADR Services Committee  
Audit & Finance Committee

**JUDITH ANN TUTTY** (Mississauga, ON)  
Chairperson, Human Resources Committee  
Communication & Technology Committee  
Complaints Committee

Board Members' biographies are available on the SDRCC website: [www.crdsc-sdrcc.ca](http://www.crdsc-sdrcc.ca)



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## Staff

The SDRCC has five full-time permanent staff members including the Chief Executive Officer, **MARIE-CLAUDE ASSELIN**:

**LIANE MENDELSON**, Administrative Assistant

**TANYA GATES**, Operations Manager

**CYNTHIA COLAS LIVERNOIS**, Education and Communication Coordinator

**CHRISTINA BEAUCHAMP**, Case Manager (*Since September 22, 2014*)

**CATHERINE MEINRATH**, Case Manager (*From May 12 until September 5, 2014*)

**NATHALIE LABELLE**, Case Manager (*until April 14, 2014*)

**Bookkeeper: DANIELLE COMEAU**

(consultant) was contracted as bookkeeper for the Period.

**Auditor:** The firm **COLLINS BARROW**, Chartered Accountants, was appointed by the Board of Directors as the independent auditor for the 2014–2015 Period.

## Arbitrators and Mediators

Arbitrators and Mediators until December 31, 2017:

### ARBITRATORS

The Honourable Robert P. Armstrong (Ontario) (*since November 6, 2014*)  
Larry Banack (Ontario)  
David Bennett (Ontario) (*since November 6, 2014*)  
David I. Bristow (Ontario) (*until October 31, 2014*)  
Patrice M. Brunet (Quebec)  
Barbara Cornish (British Columbia) (*until October 31, 2014*)  
The Honourable Robert Décary (Quebec)  
Jane H. Devlin (Ontario)  
Stephen L. Drymer (Quebec)  
Ross C. Dumoulin (Ontario)  
L. Yves Fortier (Quebec)  
The Honourable Paule Gauthier (Quebec)  
Roger Gunn (Alberta) (*since November 6, 2014*)  
James W. Hedley (Manitoba)  
Janice Johnston (Ontario) (*since November 6, 2014*)  
Andrew D. McDougall (Ontario)  
The Honourable Stewart McInnes (Nova Scotia)  
Richard H. McLaren (Ontario)  
Graeme Mew (Ontario) (*until July 21, 2014*)  
James Oakley (Newfoundland) (*since November 6, 2014*)  
Jeffrey Palamar (Manitoba) (*since November 6, 2014*)  
Gordon E. Peterson (Ontario)  
Michel G. Picher (Ontario)  
Richard W. Pound (Quebec)  
Carla Qualtrough (British Columbia)  
Carol L. Roberts (British Columbia)  
John P. Sanderson (British Columbia) (*until October 31, 2014*)  
Tricia C.M. Smith (British Columbia)  
Janie Soublière (Quebec)  
Allan Stiff (Ontario)  
Cayley Jane Thomas (Northwest Territories) (*until October 31, 2014*)  
François Tremblay (Quebec) (*until October 31, 2014*)  
John Harrison Welbourn (Alberta)

### MEDIATORS

Greg Ambrozic (Ontario)  
Roger Beaudry (Ontario)  
David Bennett (Ontario)  
Thierry Bériault (Quebec) (*since November 6, 2014*)  
Dominique F. Bourcheix (Quebec)  
David I. Bristow (Ontario) (*until October 31, 2014*)  
Rick Brooks (Ontario)  
Barbara Cornish (British Columbia) (*until October 31, 2014*)  
John Curtis (Ontario) (*since November 6, 2014*)  
Jane H. Devlin (Ontario)  
Stephen L. Drymer (Quebec)  
Julie Duranceau (Quebec)  
Steven C. Gaon (Ontario)  
The Honourable Paule Gauthier (Quebec)  
Paul Denis Godin (Ontario)  
Vanessa Gray (Alberta) (*until October 31, 2014*)  
Roger Gunn (Alberta)  
Ian Johnson (Ontario) (*since November 6, 2014*)  
Janice Johnston (Ontario) (*since November 6, 2014*)  
Kathleen J. Kelly (Ontario)  
The Honourable Marc Lalonde (Quebec) (*until October 31, 2014*)  
Ian R. MacDonald (Alberta)  
Peter J. Mackeigan (Nova Scotia)  
The Honourable Stewart McInnes (Nova Scotia)  
Graeme Mew (Ontario) (*until July 21, 2014*)  
James Oakley (Newfoundland) (*since November 6, 2014*)  
Gordon E. Peterson (Ontario)  
Michel G. Picher (Ontario)  
Carol L. Roberts (British Columbia) (*since November 6, 2014*)  
John P. Sanderson (British Columbia)  
Anne Sone (Ontario)  
Allan Stiff (Ontario)  
George W. Taylor (Ontario)  
Cayley Jane Thomas (Northwest Territories)

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

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