



Corporate Plan for the 2025-2026 Fiscal Year

February 28, 2025

SPORT DISPUTE RESOLUTION CENTRE OF CANADA (SDRCC)

We respectfully acknowledge that the Centre's office is located on the traditional and unceded territory of the Kanien'keha:ka (Mohawk) people. The Centre is committed to continuing its understanding of and respect for the presence, values, teachings, and the immense contribution by the Indigenous peoples to shaping what is now called *Canada*.

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STATUTORY MANDATE

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

In addition to the Centre’s statutory mandate, the Government of Canada designated the Centre on July 6, 2021, to deliver an independent safe sport mechanism to oversee the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (the “UCCMS”) for federally-funded sport organizations. Therefore, the Centre launched the Abuse-Free Sport program on June 20, 2022, including the Office of the Sport Integrity Commissioner (OSIC). The Minister of Sport and Physical Activity announced on December 11, 2023, that the OSIC would transition to another organization on April 1, 2025, while the Centre will continue to offer its independent dispute resolution services through the Safeguarding Tribunal. However, upon request by Sport Canada, the OSIC was asked to extend its complaint management services and legal aid program until July 31, 2025, to complete as many of its ongoing cases as possible prior to their transfer to the new safe sport program.

CLIENTELE

Sport Canada’s accountability framework requires that all national sport organizations, multisport services organizations and Canadian sport centres and institutes (together the “federally-funded sport organizations”) have an internal dispute resolution mechanism. If not resolved internally, disputes with respect to national team athletes and coaches are administrated by the Centre.

The dispute resolution services rendered by the Centre may additionally be offered for other matters on a consensual basis. All federally-funded sport organizations, and anyone affiliated with them, including its members, may agree to refer a dispute to the Centre and benefit from the Centre’s services, provided they meet certain criteria adopted by the Centre. The Doping Tribunal provides specialized services in the application of the Canadian Anti-Doping Program. The Safeguarding Tribunal will continue to provide specialized services in the extension of the OSIC mandate as well as in the application of the new safe sport program.

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

The Centre’s education and prevention services are made available to all members of the Canadian sport community for all types of sports-related disputes over which it has jurisdiction.

GOVERNING LEGISLATION

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

ORGANIZATIONAL STRUCTURE

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

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

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

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

Members of the Board of Directors during the 2024-2025 fiscal year:

Current Directors as of February 28, 2025:*

- Brad Kielmann, Chairperson
- Aaron Bruce
- Pierre Chabot
- Iñaki Gomez
- Heather Kemkaran-Antymniuk
- Danielle Lappage
- Lanni Marchant
- Dorianne Mullin
- Marie-Claude Asselin (Chief Executive Officer, ex officio)

** The Centre is still awaiting correspondence from the federal Minister responsible for Sport concerning the renewal of four (4) Board members whose first mandate ended on November 30, 2024: Katie Damphouse, Kevin Kelly, Nick Lenehan, and Alice Strachan.*

Staff members as of February 28, 2025:

Administration:

- Marie-Claude Asselin, Chief Executive Officer
- Tanya Gates, Director of Operations
- Claudine Lanouette, Director of Finance
- Michael Vamelkin, IT Technician
- Stéphanie Houle, Executive Assistant
- Liane Mendelsohn, Administrative Support

Dispute Resolution Secretariat:

- Alexandra Lojen, Senior Manager, Tribunal
- Guillaume Boisseau, Case Manager
- Rachel Leblanc-Bazinet, Case Manager

Resource Centre:

- Liddia Touch Kol, Resource Centre Manager
- Nikolas Martin, Support and Wellness Coordinator
- Owen Bravo, Education and Policy Support Coordinator
- Rachel Nicol, Athlete and Survivor Engagement Coordinator

Office of the Sport Integrity Commissioner:

- André Lepage, Interim Commissioner
- Valérie Allard, Special Advisor to the Interim Commissioner
- Sarah Atkinson, Senior Advisor, Investigations and Assessments
- Kirsten Whelan, Director of Case Management Operations
- Ashley Csiszer, Program Manager
- Benjamin Bernier, Program Specialist
- Aymen Benbouzid, Program Coordinator
- Ariane Lamoureux, Program Coordinator (on parental leave)
- Amara Malena Maraj, Program Coordinator
- Emma Nuara, Program Coordinator
- Spencer Walker, Program Coordinator
- Thomas Ibrahim, Registry and Database Administrator
- Isabelle Fraser, Program Assistant
- Kathy Dufour, Case Assistant

The firm Baker Tilly was appointed by the Board of Directors as the independent auditor for the 2024-2025 fiscal year.

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

Arbitrators and Mediators Appointed until April 30, 2025, by Province:

Alberta

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

British Columbia

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

Manitoba

Kimberly Cork (Mediator)
Jeffrey Palamar (Arbitrator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator / Arbitrator)

Nova Scotia

David Merrigan (Arbitrator)

Ontario

Bruce Ally (Mediator)
The Honourable Robert P. Armstrong (Arbitrator)
Larry Banack (Mediator / Arbitrator)
David Bennett (Mediator / Arbitrator)
Roger Bilodeau (Arbitrator)
Andrea Carska-Sheppard (Arbitrator)
John Curtis (Mediator)
Jonathan Fidler (Mediator / Arbitrator)
Dana Hirsh (Arbitrator)
Marvin Huberman (Arbitrator)

Ontario (continued)

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

Quebec

Marie-Claire Belleau (Mediator)
Patrice M. Brunet (Arbitrator)
Céline Chopin (Mediator)
Sarah Daitch (Mediator)
Hélène de Kovachich (Mediator)
Stephen L. Drymer (Mediator / Arbitrator)
Paul Fauteux (Mediator)
L. Yves Fortier (Mediator / Arbitrator)
Dominique Fortin (Mediator)
Peter Moraitis (Mediator)
Clarisse N'Kaa Batera (Mediator)
Éric Ouellet (Mediator/Arbitrator)
Richard W. Pound (Arbitrator)
Janie Soublière (Arbitrator)
Louis-Marie Vachon (Mediator / Arbitrator)
Patrick Zakaria (Mediator)

Saskatchewan

Kim Bodnarchuk (Arbitrator)
Tim Nickel (Mediator)
Charmaine Panko (Mediator / Arbitrator)
Tiffany Paulsen (Arbitrator)
Ambrosia Varaschin (Arbitrator)

Women in Arbitration Mentorship Program Participants:

Marie-Claire Belleau (Quebec)
Kasia Kieloch (Manitoba)
Rekha Lakra (Ontario)

Laurence Marquis (Quebec)
Clarisse N'Kaa Batera (Quebec)
Liz Roberts (Ontario)

Independent Investigators and Sport Environment Assessors Appointed as of February 28, 2025:

Alberta

Jeff Bzowey (Investigator)
Jennifer Hawkins (Investigator / Assessor)
Marlene Hope (Investigator / Assessor)
Jen Magnus (Assessor)

British Columbia

Paula Butler (Investigator)
Sarah Chamberlain (Investigator / Assessor)
Pamela Connolly (Investigator)
Katelynn Denny (Investigator)
Kevin Fadum (Investigator)
Robyn Gervais (Investigator / Assessor)
Kyra Hudson (Investigator / Assessor)
Sarah Lumsden (Investigator / Assessor)
Matt Malone (Investigator)
Shelina Nealini (Assessor)
Maryse Séguin (Investigator)
Brian Simmons (Investigator)
Leanne Walsh (Investigator / Assessor)

Manitoba

Marc Eger (Investigator)
Sherri Walsh (Investigator)

New Brunswick

Trisha Perry (Investigator / Assessor)

Ontario

Ivana Bozinovic (Investigator)
Julia Burke (Investigator)
Naomi Calla (Investigator)
Brenda Culbert (Investigator)
Scott Doran (Investigator)
Nick Duley (Investigator)
Mihad Fahmy (Investigator)
Megan Forward (Investigator / Assessor)
Paul Gee (Investigator)
William Goldbloom (Investigator / Assessor)

Ontario (*continued*)

Sandeep Joshi (Investigator)
Jessica Kearsley (Investigator / Assessor)
Andrea Lowes (Investigator)
Lise Maclean (Investigator / Assessor)
Parisa Osborne (Investigator / Assessor)
Natasha Persaud (Investigator)
Ashley Richards (Investigator)
Colin Taggart (Investigator)
Antonio Urdaneta (Investigator)
Grace Vaccarelli (Investigator / Assessor)
Sarah Vokey (Investigator / Assessor)
Jennifer White (Investigator)
Jennifer Wootton (Investigator / Assessor)

Quebec

Karine Allaire (Investigator)
Mia Anhoury (Investigator)
Valérie Antonacci (Investigator)
Michaëlla Bouchard-Racine (Investigator)
Tess Forbes (Investigator)
Marie Garel (Investigator)
Xavier Girard (Investigator)
Laurent Godbout (Investigator)
Karine Jean-Baptiste (Investigator)
Anaïs Lacroix (Investigator)
Emily Lapointe-Carpenter (Investigator)
Valerie McDuff (Investigator)
Safi Nsiempba (Investigator)
Gabrielle Paré-Simard (Investigator)
Alina-Mona Pase (Investigator)
Julia Poulin (Investigator)
Magalie Poulin (Investigator)
Marie-Pierre Renaud (Investigator / Assessor)
Evan Skothos (Investigator)
Sandrine Thibault (Investigator)

Maltreatment in Sport Sanctions Council:

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

Director of Sanctions and Outcomes:

Dasha Peregoudova, Director (Ontario)
David Kellerman, Deputy Director (Quebec)

INTERIM REPORT ON ACTIVITIES 2024-2025

Offering Meaningful Dispute Resolution Services

- From April 1, 2024 to February 28, 2025, the Centre received 103 sport-related disputes, including 46 maltreatment, 20 selection, 10 discipline, three athlete carding, 11 other disputes, and 13 anti-doping rule violation assertions. Doping legal aid services were provided to athletes in two of those cases. Seventeen matters arising from the Abuse-Free Sport program were subject to mediation by members of the safe sport mediators list and 18 challenges of DSO decisions were brought before the Safeguarding Tribunal.
- The Board of Directors conducted the roster renewal process following a call for applications for mediators and arbitrators issued in October 2024. Training and orientation will be provided at the Mediator and Arbitrator Conference to be held in Moncton, New Brunswick, in April 2025 to the 76 selected candidates.
- User-friendly annotated tribunal forms containing links to relevant resources were developed.
- Discussions were held with the CCES regarding competition manipulation and potential changes to the Canadian Sport Dispute Resolution Code that may be required.
- A working group was established to conduct a thorough review and update of the Canadian Sport Dispute Resolution Code as required to, among other changes, adapt to the Canadian Safe Sport Program which comes into effect on April 1, 2025.

Building a Safer and Fairer Sport System

- Staff conducted 30 presentations or workshops, including a panel session at the 2025 Sport for Life Summit, and distributed prevention and resolution tools and resources with the Centre's kiosk at five sport community events.
- The Abuse-Free Sport webinar series was offered to the sport community. Topics covered included best practices for sport organizations with respect to cultural shift and organizational buy-in, and preserving relationships in safe sport disputes. A third webinar introducing new safe sport policy templates for sport organizations at all levels will be held in March 2025.
- An orientation session on SDRCC programs and services was delivered to newly hired national sport organization Chief Executive Officers or Executive Directors.
- Sport Environment Assessment reports were published for the sports of cycling, gymnastics, volleyball and wrestling, as well as for the first phase of evaluation for the sport of ice hockey.
- The Abuse-Free Sport Helpline handled 1,818 requests for assistance from members of the sport community between April 1, 2024, and January 31, 2025. The most common concerns identified included bullying (151), verbal abuse (106), abuse of power (97), and psychological abuse (71). Of the calls/emails received by the helpline, 42% came from individuals at the national level. The remainder came from individuals at the provincial/territorial (14%), club/recreational (11%), and university or college (6%) levels, with 14% of the clients not disclosing such information.
- Abuse-Free Sport legal aid services were utilized by 68 clients between April 1, 2024 and February 28, 2025.
- Professional mental health services were provided to 21 clients through the Mental Health Support Program between April 1, 2024 and February 28, 2025.

- Four Abuse-Free Sport Research reports were published and a Research Symposium was held in Winnipeg, Manitoba in partnership with Anti-Racism in Sport.
- Seven new education offerings were accredited by the Abuse-Free Sport Education Accreditation program.
- Fourteen new bilingual members of the Investigation Unit (IU) were recruited and the mandate, terms of reference and remuneration policy were updated. A resource regarding interview notes requirements and best practices for members of the Investigation Unit was developed.
- Policies regarding provisional measures, violations and sanctions, and mandatory mediation were published along with the Director of Sanctions and Outcomes Review of Mediated Settlements policy.
- Between April 1, 2024 and February 28, 2025, 291 new complaints/reports were received by the OSIC, of which 97 were within jurisdiction and five are pending determination. Among the admissible cases, the most common complaints involved psychological maltreatment (31%), sexual maltreatment (11%), neglect (10%), physical maltreatment (10%), discrimination (8%), and boundary transgression(s) (8%). Alternative reporting options were identified in 60% (113 of 291) and referrals were made in 52% (98 of 187) of inadmissible cases.

Pursuing Organizational Excellence and Sustainability

- The SDRCC welcomed members of the sport and dispute resolution communities to its new office for the Annual Public Meeting in September 2024.
- A new athlete representative was appointed to the Board of Directors by the Minister of Sport and Physical Activity and a comprehensive orientation was provided.
- External expertise was engaged to develop an EDI Action Plan and recommendations were prioritized for implementation, subject to funding.
- Staff, Board members, professionals and volunteers were invited to participate in a pilot project with Headversity to obtain their certification in Mental Health Foundations and Mental Health Foundations for Leaders.
- The Centre complied with its legislative and contractual obligations.

OUR VISION

A culture of fairness, integrity and respect is embraced in Canadian sport and beyond.

OUR VALUES

These foundational values guide and inspire our actions and decisions.

- **Collaboration** - We actively foster collaboration within and outside our organization to leverage diverse perspectives and achieve collective goals.
- **Integrity** - We constantly strive to earn our clients' and partners' trust through transparency, competence and high standards of ethical conduct.
- **Fairness** - We are independent, impartial and respectful of all parties so our clients and partners can count on us to be fair.
- **Excellence** - We achieve our mission by being efficient, accessible, professional and compassionate.
- **Human Rights** - People are at the centre of what we do. As such, we are committed to upholding and promoting human rights, ensuring that our actions and decisions contribute to a just and equitable society.

STRATEGIC PRIORITIES 2024-2028

The Centre's strategic priorities for the 2024-2028 period are:

- 1) **Offering Meaningful Dispute Resolution Services** - Deploy best-in-class dispute resolution services addressing current and evolving sports-related disputes.
- 2) **Building a Safer and Fairer Sport System** - Foster fairness, safety, equity and inclusion by enhancing the capacity of sport organizations and their people by promoting ethically-driven behaviours in Canadian sport.
- 3) **Ensuring Organizational Excellence and Sustainability** - Strengthen the capacity of the Centre to ensure organizational agility and sustainability, and the delivery of value-added services.

Objectives and Planned Initiatives for 2025-2026

Offering Meaningful Dispute Resolution Services

Initiatives:

- Implement the 2025 Canadian Sport Dispute Resolution Code and update its annotated version;
- Provide orientation and training to returning and newly selected roster members and deliver meaningful professional development at the 2025 Mediator and Arbitrator Conference;
- Provide dispute resolution services at the 2025 Canada Summer Games;
- Maintain and enhance the pro bono legal assistance program and provide training and orientation to participating lawyers, to promote access for athletes and unrepresented parties to free or affordable legal assistance during dispute resolution processes; and
- Migrate the online SDRCC jurisprudence database to CANLII, a non-profit organization managed by the Federation of Law Societies of Canada, to provide efficient and open online access to SDRCC arbitral decisions.

Building a Safer and Fairer Sport System

Initiatives:

- Continue to provide meaningful dispute prevention education through the delivery of workshops and webinars;
- Increase awareness and disseminate resources with the information kiosk at sport community events, including at the 2025 Canada Summer Games;
- Assess sport organizations' education and prevention needs and, where applicable, collaborate to develop tailored educational initiatives and tools;
- Collaborate and develop new dispute prevention tools and resources to address emerging trends and issues in Canadian sport;
- Modernize and enhance resource tools to be more accessible for parties to SDRCC dispute resolution proceedings; and
- Ensure that a responsive, efficient, and trauma-informed complaint management process is offered for complaints received by the OSIC prior to February 1, 2025.

Ensuring Organizational Excellence and Sustainability

Initiatives:

- Support the Minister in seeking volunteers to join the Centre's Board of Directors in 2025;
- Provide orientation for Board members to be appointed and facilitate the transition of leadership;
- Continue to promote a respectful working environment for employees, volunteers and dispute resolution professionals;
- Provide training on the prevention of abuse, harassment, and maltreatment to all employees, volunteers and consultants upon engagement and offer refresher training as needed; and
- Ensure that the Centre's policies remain current and comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2025-2026

In order to sustain the objectives and planned initiatives for 2025-2026, the requested core funding budget for this fiscal year is \$2,110,000* broken down as follows:

ADMINISTRATION	257,400
GOVERNANCE	56,600
SALARIES, FEES & BENEFITS	1,230,200
OFFICIAL LANGUAGES	82,500
PROGRAMS & SERVICES	483,300

** Increase in core funding requested, in comparison with previous years, is attributed to the inclusion of the Safeguarding Tribunal operations and safe sport mediations under reference-level funding. In addition, over the last three years some general administration and human resources costs were shared between the core and above-reference contributions.*

Consistent with the objectives and planned initiatives for 2025-2026 and at the request of Sport Canada, the proposed above-reference level funding budget for this fiscal year is \$1,508,200** broken down by activity as follows:

ADMINISTRATION	82,000
GOVERNANCE	14,000
SALARIES, FEES & BENEFITS	627,200
OFFICIAL LANGUAGES	15,000
PROGRAMS & SERVICES	770,000

*** Further to a specific request of Sport Canada, a special one-time funding is required to maintain the activities of the Office of the Sport Integrity Commissioner, the Abuse-Free Sport Legal Aid Program, the Investigation Unit and the Director of Sanctions and Outcomes until July 31, 2025, to relieve the pressure on the Canadian Centre for Ethics in Sport rolling out the Canadian Safe Sport Program on April 1, 2025.*