

SDRCC

Sport Dispute Resolution Centre of Canada

Report on the operations
of the SDRCC for 2006-2007

From the Chairperson
of the SDRCC

ALLAN J. STITT



July 31, 2007

SDRCC

TABLE OF CONTENTS

INTRODUCTION	02	OBJECTIVE 2:	
PARTICIPANTS	02	Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness	06
Summary of the corporate plan submitted to the Secretary of State (Foreign Affairs and International Trade) (Sport).	03	2.1 Implement a partnership and education plan that uses presentations, publications and other means to educate the SDRCC's members, NSOs, PTSOs and the general public about ADR	06
The Corporate Plan	03		
The Budget	03		
RESULTS AND PERFORMANCE FOR 2006-2007	04	OBJECTIVE 3:	
OBJECTIVE 1:		Operate and manage an organization promoting excellence and transparency.	06
Enhance excellence in sport by improving the sport system through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in Canada	04	3.1 Develop and implement transparent management and governance policies	06
1.1 Implement the new Code and the services of the Resolution Facilitator	04	3.2 Manage all sports-related disputes in a fair and efficient manner	06
1.2 Improve the expertise of the Centre by training staff and developing a comprehensive bank of information and resources in ADR	04	3.3 Ensure that SDRCC policies comply with the Act, its by-laws and agreements	02
1.3 Develop a fee for service program to serve non funded sports organizations and their members	05	CONCLUSION	09
1.4 Review the list of mediators and arbitrators to make changes to the roster, as necessary	05	Appendix A: Biographies of the members of the Board of Directors and personnel of the SDRCC	10
1.5 Educate the mediators and arbitrators, as required	05	Appendix B: Corporate Plan for the 2006-2007 fiscal year	16
		Appendix C: Committees of the SDRCC - 2006-2007	22
		Appendix D: Auditors' Report	23
		Appendix E: Statistics on the SDRCC's cases	32
		Appendix F: List of arbitrators and mediators of the SDRCC	35

INTRODUCTION

The Sport Dispute Resolution Centre of Canada (the “SDRCC”) was created in June 2003 through an Act of Parliament, the Physical Activity and Sport Act (the “Act”). The members of the 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 April 1, 2006, to March 31, 2007 (the “Period”).

PARTICIPANTS

Chairperson Allan J. Stitt and Executive Director for the Period Benoit Girardin prepared this report on behalf of the SDRCC Board of Directors.

The members of the Board of Directors for 2006-2007 are:

MEMBERS

Allan J. Stitt (Chairperson)

Susanne Dandenault

Pierre Hutsebaut (his mandate has ended on December 31, 2006)

Bruce Kidd

Dianne Norman

Gordon Peterson

Tamar Pichette

Steven Sugar

Benoit Girardin, Executive Director (Ex Officio, his mandate has ended on March 30, 2007)

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

SUMMARY OF THE CORPORATE PLAN SUBMITTED TO THE SECRETARY OF STATE (FOREIGN AFFAIRS AND INTERNATIONAL TRADE) (SPORT)

The Board of Directors prepared the corporate plan and budget to cover the Period. The corporate plan was designed to enable the Board to fulfill its mandate under the Act. A copy of the corporate plan is attached in Appendix B. The SDRCC received \$ 933,900 in financial support from Sport Canada during the Period.

CORPORATE PLAN

The SDRCC had the following objectives during the Period:

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

- 1.1 Implement the new Code and the services of the Resolution Facilitator
- 1.2 Improve the expertise of the Centre by training staff and developing a comprehensive bank of information and resources in ADR
- 1.3 Develop a fee for service program to serve non-funded sports organizations and their members
- 1.4 Review the list of mediators and arbitrators to make changes to the roster, as necessary
- 1.5 Educate the mediators and arbitrators as required

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

- 2.1 Implement a partnership and education plan that uses presentations, publications

and other means to educate the SDRCC's members, NSOs, PTSOs and the general public about ADR

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

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

THE BUDGET

The budget for the Period included the following components:

\$206,300 for administration and governance

\$50,000 for official languages

\$411,500 for operations, including the management of disputes, the Resource Centre and prevention

\$307,350 for human resources

RESULTS AND PERFORMANCE FOR 2006-2007

ACHIEVING THE OBJECTIVES OF THE CORPORATE PLAN:

This section assesses the results achieved during the Period.

1

OBJECTIVE

ENHANCE EXCELLENCE WITHIN THE CANADIAN SPORT SYSTEM BY REDUCING OR PREVENTING SPORT DISPUTES AND BY SUBSEQUENTLY CREATING A CULTURE OF FAIRNESS IN CANADA.

1.1 Implement the new Code and the services of a Resolution Facilitator

On April 1, 2006, the SDRCC adopted a new Code of Procedure (the “Code”). During the period, the SDRCC implemented the modifications contained in the new Code, including the implementation of the services of a Resolution Facilitator. As a result, since April 1, 2006, arbitration requests submitted to the SDRCC have included a mandatory dispute resolution facilitation phase as the first attempt to help the parties resolve their dispute before resorting to arbitration.

Resolution facilitation allows the parties to discuss their differences, exchange ideas on potential solutions, maintain a relationship, and focus their efforts on the interests of each party.

Resolution facilitation has not slowed down the arbitration process, as a Resolution Facilitator has been available on short notice for disputants. Also, because resolution facilitation has been conducted primarily by conference call, the process has proven to be user-friendly and accessible.

All non-doping cases handled during the period went through the resolution facilitation phase. Of the 16 non-doping cases administered by the SDRCC, 6 were resolved during the resolution facilitation.

Resolution facilitation was sometimes offered by a member of the SDRCC staff and sometimes offered by mediators accredited by the SDRCC.

The SDRCC, in adopting its new Code, also made the following changes:

- The SDRCC now offers funding for parties who need assistance relating to their selection of an arbitrator.
- If the parties still cannot agree on the choice of an arbitrator, the SDRCC appoints an arbitrator from a rotating list on a non-discretionary basis.

1.2 Improve the Centre’s expertise by providing training to staff and developing a comprehensive bank of information and resources in ADR

During the period, the SDRCC trained its personnel to allow them to more efficiently and competently respond to the needs of the Canadian sport community. To this end, the SDRCC trained two staff members in mediation and dispute resolution. The SDRCC also offered supplementary training in communication and dispute management skills to staff members and conducted two strategic and operational planning sessions in which its employees participated.

1.3 Develop a fee for service program in order to offer services to non-subsidized sport organizations and their members

During the period, the SDRCC Board discussed offering ADR services to sport organizations not subsidized by Sport Canada and to their members. The SDRCC decided to postpone the development of a service for remuneration program until a later date.

1.4 Review the list of mediators and arbitrators and modify as required

During the summer of 2006, the SDRCC reviewed its list of mediators and arbitrators and issued a call for applications to both rosters. During the fall of 2006, the SDRCC evaluated the applications received and appointed 41 mediators and arbitrators to the SDRCC rosters. The neutrals will offer their services to the SDRCC until December 31, 2009. The list of SDRCC mediators and arbitrators from across Canada is reproduced at page 35 of this report.

The SDRCC maintains a separate list for mediators and arbitrators.

1.5 Train arbitrators and mediators, if applicable

On January 25 and 26, 2007, the SDRCC held a training session for arbitrators and mediators in Montreal, Quebec. During the session, the new arbitrators and mediators learned about the rules and policies that apply to the Canadian sport system and the issues faced by athletes and NSO's. They also had an opportunity to discuss with one another the challenges involved in providing sport arbitration and mediation services. These challenges include, among others:

- a) adapting arbitration and mediation proceedings to be most effective for athletes, coaches and administrators;
- b) the rules surrounding doping arbitrations;
- c) the issues surrounding the day-to-day lives of members of the sport community who are involved in selection or carding disputes.

The training allowed arbitrators and mediators to fine-tune and enhance their skills to better serve the sport community.

OBJECTIVE

2 STRENGTHEN THE CAPABILITIES OF LEADERS AND MEMBERS OF THE SPORT COMMUNITY BY CREATING A POSITIVE CULTURE THAT FOCUSES ON FAIRNESS.

2.1 Develop and implement a partnership and education program that includes presentations, publications, and other means to raise awareness about extra-judicial dispute resolution among members of the SDRCC, NSOs, provincial and territorial sport organizations, and the general public.

The following are a few of the initiatives developed by the SDRCC during the period;

- The SDRCC developed numerous publications, most notably guides and articles for its newsletters, while improving its website. The SDRCC also made presentations to the sport community, explaining the SDRCC dispute resolution process. These presentations took place during conferences that brought together

members of the sport community. For example, SDRCC presentations occurred at the following conferences: AthletesCAN, Sport Leadership Canada, the Canadian Olympic Committee, and Sports Officials Canada.

Also during the period, the SDRCC developed a communication and performance evaluation strategy to educate NSO's and their members, as a priority for the SDRCC.

OBJECTIVE

3 MANAGE AND RUN AN ORGANIZATION THAT PROMOTES EXCELLENCE AND TRANSPARENCY

3.1 Develop and implement transparent management and governance policies

During the period, the SDRCC developed and adopted the following policies:

- an administrative and financial policy;
- a human resources policy;
- a policy governing harassment in the workplace

3.2 Manage sports-related disputes fairly and efficiently

During the period, the SDRCC managed 38 sport disputes in 14 sport disciplines. Of these cases, 32 were handled

through arbitration and 6 were resolved by the Resolution Facilitator. Of the 38 cases submitted, 13 resulted in a decision, and 21 were resolved without the need for a hearing or decision (because 1) it was determined that the dispute did not fall within the jurisdiction of the arbitrator; 2) in doping cases, the athlete accepted the sanction; or 3) the parties resolved the dispute following the resolution facilitation). As of March 31, 2007, four cases were still in the system as yet unresolved.

The SDRCC provided services during the Canada Winter Games, which were held from February 21 to March 14, 2007, in Whitehorse, Yukon. During the Games, three cases were resolved. Arbitrators were available on call throughout the Games

GRAPH

TYPES OF DISPUTES

The types of disputes dealt with were as follows:

Carding	5 cases
Selection and eligibility	7 cases
Disciplinary matters	2 cases
Others	1 case
Field of play protest	1 case
Doping	22 cases

GRAPH

DISPUTES PER SPORT

Requests were submitted from the following sports:

Sport	Number of cases (38)
Athletics	5
Basketball	5
Bobsleigh	2
Bodybuilding	1
Boxing	6
Canoe kayak	1
Equestrian sports	1
Football	8
Gymnastics	1
Racquetball	1
Soccer	2
Speed skating	3
Triathlon	1
Water Polo	1

OBJECTIVE 3 • CONTINUED

3.3 Legislative and contractual compliance

The SDRCC is required to meet several legislative and contractual obligations every year. During the period, the SDRCC complied with its obligations, with the exception of the requirement for appropriate athlete representation on its Board of Directors. Since the resignation of Board member and athlete representative Christian Farstad on October 18, 2005, the SDRCC finds itself to be not in compliance with the appointment criteria for its Board of Directors as established by the Minister pursuant to section 14(2) of Bill C-12. The SDRCC has made numerous representations to the Secretary of State and to Sport Canada regarding the challenges created by the delays in ministerial appointments to the SDRCC Board of Directors without success.

Develop and submit a corporate plan for 2007-2008

As required by Section 32 of the Act, the SDRCC prepared, developed and submitted a corporate plan for the 2007-2008 fiscal year. The corporate plan was submitted on March 1, 2007, to the Secretary of State (Sport). It stated that the SDRCC would: (i) Enhance excellence in sport by improving the sport system through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in Canada; (ii) Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness; (iii) Operate and manage an organization promoting excellence and transparency. The corporate plan included a budget that set expenditures of \$1,035,000, including:

- \$221,300 for administration, including office, professional services and governance;
- \$50,000 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$450,350 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention;

- \$313,350 for human resources, including the salaries and benefits for the SDRCC staff

Prepare a financial report

A bookkeeper provided accounting services for the SDRCC during the Period.

BDO Dunwoody, Chartered Accountants and Advisors, audited the accounts and financial transactions of the SDRCC and submitted its written report to the Audit Committee of the SDRCC on June 14, 2007. The Auditor's report was approved by the Board of Directors of the SDRCC on July 5, 2007. The Auditor's report is presented in Appendix D of this report. The Auditor's 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 contribution for the Period amounts to \$933,900, and expenses of \$844,829 were incurred during the Period. The expenses included:

- \$225,118 for general and administrative expenses, including office, professional fees and governance;
- \$22,184 for official languages requirements, including translating documents and decisions;
- \$337,684 for the salaries and benefits of the interim and permanent staff; and
- \$259,843 for the services and programs offered by SDRCC, such as case management, prevention, education and training

The SDRCC had a surplus of revenue over expenditures of \$98,911. Before the year-end and before approving the financial statements for the Period, the SDRCC returned to Sport Canada a projected surplus of \$169,854.

CONCLUSION

The SDRCC continues towards its objectives of preventing and reducing sports-related disputes in Canada. It has ended its second full year in operation and the improvements made are readily evident. In 2006-2007, the SDRCC refined its corporate practices, improved its dispute resolution services and strengthened its communication and education strategy.

The addition and implementation of resolution facilitation in particular has been a positive step towards addressing sport disputes at an earlier stage. Other foundation blocks have been laid in the past year, including revising and clarifying the Code, establishing a new system of appointing arbitrators and mediators through mutual consent of the parties or on a rotating basis and the recruitment and training of new arbitrators and mediators.

The inclusion of resolution facilitation has greatly contributed to the objectives of offering a system and services based on a culture of fairness and the interests of members. This process has allowed disputes to be clarified and addressed in a manner that encourages early resolution.

It is in this spirit that the SDRCC will continue to listen to its members and evolve within the large Canadian sport family.

APPENDIX A

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

MEMBERS OF THE BOARD OF DIRECTORS

ALLAN J. STITT

Allan J. Stitt (Chairperson) is the President of the Stitt Feld Handy Group and ADR Chambers Inc. 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, teaching courses in Negotiation and Alternative Dispute Resolution. He has also been a Lecturer at the University of Windsor Law School, the University of Notre Dame Law School, the University of Lisbon (Portugal), and the University of the Philippines and has taught ADR and Negotiation courses throughout North America, Europe, Asia, Africa and Australia.

After earning his B.Comm at the University of Toronto, Allan earned his LL.B. at the University of Windsor Faculty of Law and his J.D. at the University of Detroit Law School, graduating first in his class in both law schools. He then earned his LL.M. degree at Harvard Law School. Until 1994, he was a litigator at Osler, Hoskin & Harcourt.

While at Harvard Law School, Allan studied negotiation and ADR with Professor Roger Fisher, Professor Frank Sander, and Bruce Patton. He has returned to Harvard on a number of occasions to act as a Teaching Assistant to Professor Fisher. Allan is the Past President of the ADR Institute of Canada, the Arbitration and Mediation Institute of Canada, and the Arbitration and Mediation Institute of Ontario. He is the current Chair of the Sport Dispute Resolution Centre of Canada and the recipient of the 2006 Ontario Bar Association Award of Excellence in Alternative Dispute Resolution. He has designed ADR systems for such organizations as the Canadian Bankers Association, the Ontario Human Rights Commission, the Law Society of Upper Canada, and Canadian Tire Corporation.

Allan is a Chartered Mediator (C.Med.), a Chartered Arbitrator (C.Arb.), and a Fellow of the International Academy of Mediators. He has mediated two-party and multi-party disputes in numerous contexts, including commercial, employment, corporate governance, workplace, banking, personal injury, sports, and breach of contract. He is a member of the Local Mediation Committee for the Ontario Mandatory Mediation Program - Toronto. He has also arbitrated numerous commercial cases including cases for the National Transportation Agency and the Ontario Farm Products Marketing Board. His books, *ADR For Organizations* (1998), and *Mediating Commercial Disputes* (2003), were both business books bestsellers. He is also the author of *Mediation: A Practical Guide* (2004) and he is the editor-in-chief of the CCH ADR Practice Manual.

SUSANNE DANDENAULT

has been a member of the Sport Dispute Resolution Centre (SDRCC) Board of Directors since its establishment in December 2003. Prior to her appointment to the SDRCC Board, Susanne served as Chair of AthletesCAN, the association representing Canada's National Team athletes, and the Manitoba Athletes Association from 1999-2001. Subsequently, she became the President of the Manitoba Weightlifting Association from 2004-2006. Susanne is currently working as Legal Counsel with Paterson Global Foods Inc. and is also a Motivational Speaker.

Susanne obtained a Law Degree from the University of Manitoba. She also received a five-year scholarship to the University of Washington for Track & Field, while earning Two Bachelor of Arts Degrees (Psychology and Environmental Studies).

Susanne is a three-time National Junior team member in Track & Field (discus, shot put). She is a nine-time national champion in Weightlifting (75 kg + class). In

1998, 1999, 2001, 2002, 2003, she participated in the World Weightlifting Championships placing 14th in Finland, 18th in Greece, 11th in Turkey, 14th in Poland and 20th in Vancouver. In 1999 and 2003 Pan American Games, she was a team member of Weightlifting and placed 5th in the 75 kg+ Class. Susanne holds the Canadian Record in the Snatch (105.0 kg); the Clean and Jerk (136.5 kg) and in the Total (237.5 kg). She has set FOURTEEN Canadian records in total and she is the first Canadian woman and third North American woman in weightlifting history to successfully clean and jerk 300 pounds.

She lives in Winnipeg, Manitoba with her husband, Richard Mason and their two dogs and one cat. Susanne is expecting their first child in July 2007.

PIERRE HUTSEBAUT

(his mandate has ended on December 31, 2006)

Pierre, a cycling expert born in France in a cycling family, has developed in his early age the love for the sport at first as a competitor and then as a coach.

Pierre, when graduating from the University with a Master degree in Sciences, came to Canada in his twenties to teach sciences courses at the College level. During this period, he experienced the thrill of the Olympic Games from the inside as he performed the duties of Road Technical Manager for the 1976 Olympic Games in Montreal.

Soon after, Pierre became the Quebec Provincial Coach and started to be involved in the development of coaching program, and it's admitted that Pierre is one of the pioneers of the National Coaching Certification Program in Canada.

In 1982, Pierre became National Road Coach for the Canadian Cycling Association and later the Director of National Racing Program and finally the Executive Director of the Canadian Cycling Association.

Under his leadership, the Canadian athletes performed internationally as they never had before. The most famous one being Steve Bauer, Silver Medalist at the 1984 Los Angeles Olympic Games and 4th overall in the Tour de France the following year.

Under Pierre's guidance, the Canadian cycling team achieved 5 Olympic Medals in 1996 in Atlanta and was ranked second best country in cycling at these games. He managed and led the Canadian Team to 4 Olympic Games and multiple World Championships. At a time of restricted funds from the government, Pierre developed a model of partner-

ships between the CCA, the Provincial Associations, the municipalities, the local educational institutions and the local clubs to implement seven National Cycling Centres across the country.

Furthermore his contribution to the organization of the 2003 World Championships in Hamilton was a decisive factor in their success. These World Championships are still considered as a model of organization and they left behind them a significant legacy fund to support the development of young road athletes.

Pierre is a certified level IV coach by the Coaching Association of Canada and a level III coach by the French Cycling Federation. These certifications associated with a master's degree in science and a fluency in French and English certainly qualify Pierre as an international expert in cycling that the UCI employs for different missions worldwide.

In 2005, Pierre was appointed as the UCI America Tour Advisor and his mandate is to help more events and more teams to come into the UCI's umbrella.

In the mean time, Pierre is now associated with the PEAK Centre for Human Performance. His invaluable experience and knowledge of what it takes to be a world class athlete, is now accessible to a larger audience through the private business of coaching that Pierre is now running in Montreal.

BRUCE KIDD

Bruce Kidd is Professor and Dean of the Faculty of Physical Education and Health at the University of Toronto.

He has degrees from the University of Toronto (B.A., Political Economy), the University of Chicago (A.M., Education), and York University (M.A. and Ph.D., History).

Bruce teaches and has written extensively about the history and political economy of Canadian and international sport, including the rights of athletes. He has authored or edited eight books and hundreds of articles, papers, lectures, plays and film and radio scripts. *The Struggle for Canadian Sport* (University of Toronto Press, 1996), which recaptures the efforts of sport leaders in Canada in the period between the First and Second World War, won the Book Prize of the North American Society for Sport History in 1997. His most recent book, co-edited with Jim Phillips, *From Enforcement and Prevention to Civic Engagement: Research on Community Safety* (Toronto: Centre of Criminology, University of Toronto, 2004) grew out of his work on sport and social development.

Bruce has served on numerous boards of local, national and international bodies dealing with sport, including the International Council of Sport Sciences and Physical Education, the International Campaign Against Apartheid Sport, the Stadium Corporation of Ontario, and Women Sport International. He is a member of the Commonwealth Advisory Body on Sport, chairs the International Development through Sport Committee of Commonwealth Games Canada, and serves as Vice-Chair of the Sport Dispute Resolution Centre of Canada, created by the Physical Activity and Sport Act of 2003. He is a member of the Leadership Group of the City of Toronto's Call to Action on Physical Activity.

Bruce has been involved in the Olympic Movement throughout his life. He has participated in the Games as an athlete (track and field, 1964), journalist (1976), contributor to the arts and culture programs (1976 and 1988) and accredited social scientist (1988 and 2000).

As an athlete, Bruce was twice elected Canada's Male Athlete of the Year by Canadian Press (1961 and 1962). He is a member of the Canada's Sports Hall of Fame, the Canadian Olympic Hall of Fame (as both an athlete and a builder) and the University of Toronto Sports Hall of Fame. In 2005, he was awarded the Canadian Olympic Order.

In his career as a track and field athlete, Bruce held four world junior records, won 18 national championships and set numerous records in Canada, the United States and Great Britain, one of which—the Canadian junior men's record for 5,000 meters—still stands after 44 years. He was a Gold and Bronze Medalist at the 1962 British Commonwealth Games and a member of the 1964 Olympic Team.

In 1997, the Canadian Sports Awards created the Bruce Kidd Award to honour an outstanding national team athlete who has given significant leadership to sports.

In 2004, he was appointed an Officer of the Order of Canada. In 2006, he was given a Lifetime Achievement Award by the Commonwealth Sports Awards Foundation

DIANNE NORMAN

Dianne 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 inter-

national 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 retired from Basketball in 2003.

Dianne completed a degree in Political Science and Ethics and also holds a Masters of Arts in philosophy from the University of New Brunswick. She is presently chipping away at her MBA (very much part-time) at Dalhousie University.

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 and the Sport Dispute Resolution Centre of Canada.

Dianne is presently on maternity leave from RBC. She currently resides in Halifax with her husband and two children.

GORDON PETERSON

Gordon Peterson has been a member of the Sport Dispute Resolution Centre (SDRCC) Board of Directors since its establishment in December 2003. Prior to his appointment to the SDRCC Board, Gord served as a member of the alternative dispute resolution (ADR) Working Group from 2000-01 to examine the feasibility of a dispute resolution system for sport in Canada. Gord subsequently served as Chair of the ADR Implementation Committee (2001-02) and as Chair of the Steering Committee for ADRSportRED, the predecessor to the SDRCC, while the legislation creating SDRCC was being processed through parliament.

Gord obtained his Honours B.B.A. from Simon Fraser University (SFU) and both his law (LL.B.) and M.B.A. degrees from The University of Western Ontario (UWO). His business degrees include a concentration in finance at both SFU and the UWO Ivey School of Business and, together with his legal experience, provide him with a solid foundation for decision making for the organizations he has served. Gord currently practices corporate law (with an emphasis on securities).

A former national team diver, Gord has a long history of involvement in sport in Canada. He began coaching while still a diver, later gravitating to officiating and sport

administration governance as he embarked on his professional career. He is currently a top-level international diving official and judged at many international events, including the World Cup, Pan American Games and Commonwealth Games. He has served as Vice President of the B.C. Provincial Diving Section, President of the Canadian Amateur Diving Association Inc. (now Diving Plongeon Canada) and President of the Aquatic Federation of Canada (the umbrella organization for swimming, diving, water polo and synchronized swimming and a member of the international swimming federation - FINA).

Gord is also a member of the Board of Directors of the Canadian Olympic Committee (COC) and a member of its Executive Committee. He has been an active participant on a number of COC committees, including as Chair of the Team Selection Committee, Chair of the By-laws Committee, a member of the Compensation Committee and a member of the Audit Committee, as well as serving on a number of COC Task Forces, such as the COC Task Force on High Performance Sport.

In addition to his governance roles, Gord has also adjudicated numerous disputes and appeals in sport, both at the local, national and international level. He currently is a member of the FINA Doping Panel which hears doping cases for international level athletes in the aquatic sports.

He lives in London, Ontario with his wife and two children.

TAMAR PICHETTE

Tamar Pichette is a lawyer with ten years experience in commercial litigation, including alternative dispute resolution. She was previously a consultant for the Quebec Tae Kwon do Association, and has held positions as assistant soccer coach – boys house league, and as a trainer for the Lac St. Louis Intercity Girls' Soccer League.

She has law degrees from Oxford University, England, and Osgoode Hall, Toronto, Ontario, with undergraduate studies at Vassar College, New York, and the London School of Economics, London, England. Her publications include 'The Obligation to Obey Law: a New Theory and an Old Problem', Osgoode Hall Law Journal.

She is bilingual in French and English and currently resides in Montreal, Quebec, with her family.

STEVEN SUGAR

Steven has been involved as a full-time coach all contexts from beginner to elite and professional for more than 30 years. He has over 25 years experience delivering Skate Canada and NCCP Courses to coaches since the inception of the NCCP. Steven is a Master Learning Facilitator for Skate Canada.

Steven is a Consultant in Business Management and Change, having provided consulting services to coaches, and sport organizations in 8 provinces.

Steven is a board member of numerous sports organizations, including Coaching Association of Ontario, Coaching Association of Canada and the Sport Dispute Resolution Centre of Canada. He serves as Vice President of Coaches of Canada and is Chair of their Professional Practices Committee. He is also a past director of Skate Canada.

Steven was appointed by the Secretary of State – Amateur Sport, as a member of the Coaching Implementation Group, to outline the role of governments for national, provincial and territorial sport federations, and to teach institutions involved in the training of coaches.

Steven is a writer/reviewer of the Skate Canada Coaching Manuals. He has also published "Success Management for Figure Skating", which is a yearly planning guide and toolkit (with Sharon Nixon).

BENOIT GIRARDIN

(ex-officio, held the position until March 30, 2007)

Benoit has been CEO of the SDRCC since it opened on April 1, 2004. Prior to this, he was the executive director of the ADR sport RED program from its founding in January 2002 until March 31, 2004. He was also one of the founding members of the SDRCC and its principal manager.

He was appointed by Denis Coderre, then Secretary of State for Sport, as a member of the ADR working group (2000-2001) and the implementation group in 2001-2002.

Benoit earned his Law degree in 1994 from the University of Ottawa. He also obtained a Bachelor degree in sport training from UQAM and Université de Montréal in 1988, and in 1999 he followed the Executive MBA program at

HEC Montréal. He is a trained negotiator, mediator and official and acts as arbitrator and mediator on a number of cases. His academic background has allowed him to develop expertise in sport administration and sport law. Prior to his involvement with the SDRCC, he represented professional and amateur athletes and sport organizations and practised business law.

Benoit is a level 4 tennis coach and acted as a national coach for Canada for ATP and WTA players. He is also an alpine ski instructor and has taught and coached athletes in Quebec and Europe.

Benoit is a member of the Canadian Olympic Committee and was the legal representative for athletes at the Sydney Games in 2000 and the PanAm Games in 1999. He has also participated in proceedings before the Court of Arbitration for Sport. He was a member of the COC legal commission and was member of the Sport Matters group. He has organized numerous national conferences and national and international sports events.

Benoit is also the owner and joint shareholder of a number of sport centres in Quebec.

He lives in Ste Thérèse, Quebec, with his wife and three children.

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 and is pursuing a doctoral degree in Sociology. She possesses a multi-faceted perspective of amateur sport with 28 years of experience as athlete, coach, official, administrator, and volunteer.

Before joining the SDRCC, Marie-Claude was Manager of Education at the World Anti-Doping Agency (WADA), where she was responsible for developing doping prevention and education programs. From 1997 to 2002, while employed by the Canadian Olympic Committee, she held responsibilities in Games management, in high performance services and in athlete services.

In addition to having taught undergraduate courses at the university level, Marie-Claude is an experienced public speaker. She presented at numerous symposia, workshops and conferences in Canada, the United States, Australia, and Europe.

She coached ice hockey and basketball at different age categories from toddlers to elite, including three years as assistant coach of the women's basketball team at the University of Waterloo. She is a learning facilitator with the National Coaching Certification Program. Parallel to her coaching career, Marie-Claude was also a basketball referee for 13 years and acted as assignor, instructor, supervisor, and administrator in various local officiating organizations. She is, since October 2006, the leader of the Committee for the development of officials under the aegis of Sports-Québec.

She speaks French, English and Spanish, and resides in Saint-Hubert, Québec, with her husband and three children.

SDRCC PERSONNEL

JULIE AUDETTE

(Executive Assistant and Coordinator, held the position until November 1, 2006)

8 years experience as a sport program coordinator at Université du Québec à Trois-Rivières

Former chair for the marketing of Université du Québec à Trois-Rivières programs

Former Sports Program Coordinator at AMG

Volunteer for numerous multi sport events and non-profit charitable organizations in Trois-Rivières, Magog and Montreal.

Former elite swimmer

JULIE DURANCEAU

(Resolution Facilitator and Coordinator of the Resource Centre, held the position until November 1, 2006)

Lawyer, member of the Quebec Bar

Mediator

Former amateur triathlete

Intern for the Court of Arbitration for Sport during the 2004 Athens Olympic Games

Resource and Documentation Centre Coordinator for the ADRsportRED program

JOHANNE POIRIER

(Administrative Coordinator)

Case Manager in Sport Dispute Resolution

10 years experience as an Administrative Assistant and Coordinator within the Pharmaceutical Industry in the Marketing, Finance and Human Resources fields

Project Coordinator within the Aeronautics Industry (SAP Implementation)

Former President of the Executive Committee of a non-profit bilingual Pre-Kindergarten Centre

LOUISE STORELLI

(Executive Assistant)

Worked as Public Relations Coordinator for the Automobile Industry assuming responsibility for the administration of the press vehicles and journalists' inquiries

Coordinator of international assignments and relocation of executives and engineers

More than 10 years experience as an Executive Assistant in various fields such as pharmaceutical, telecommunications and legal

Coordinator of various charities such as Starlight Foundation and the United Way Campaign.

APPENDIX B

2006-2007 SDRCC'S CORPORATE PLAN

INTRODUCTION

The Canadian Sport Policy

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

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.

Executive Summary

Preparation of the current corporate plan has been bolstered by a year of achievement and change in 2005-2006.

2006 was marked by the Olympic and Paralympic Games in Torino, Italy and the Commonwealth Games in Melbourne, Australia. During our 2005-2006 year, the SDRCC managed doping arbitration hearings, other arbitrations, and a number of mediations.

The SDRCC's Resource Centre increased its impact on numerous national and provincial events. Also, the SDRCC improved its website, which offers targeted educational information on ways to prevent and resolve sports-related disputes.

In addition, the SDRCC educated 25 experienced arbitrators to render decisions and mediators to assist parties in settling their disputes.

Finally, in order to improve its services and programs, the SDRCC prepared and adopted its new code of procedure that provides for a Resolution Facilitator to help people resolve sport disputes.

It is against this backdrop that the SDRCC has prepared its corporate plan for 2006-2007.

Major Objectives and initiatives

The SDRCC's priorities for the 2006-2007 fiscal year include: implementing our new code of procedure (hereinafter the "**Code**"); promoting mediation in all sports-related dispute; enhancing interaction and partnership with the members of the Canadian sport community; educating the sport community about best practices aimed at creating a culture of fairness; implementing the communication and education strategies.

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 an arm's length entity of government, the legislation explicitly 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. These guidelines 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. As of January 1, 2006, the Board of Directors is composed of 8 members and the SDRCC awaits further Ministerial appointments.

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 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 fiscal year were:

- > Susanne Dandenault
- > Pierre Hutsebaut
- > Bruce Kidd
- > Dianne Norman
- > Gordon Peterson
- > Tamar Pichette
- > Allan J. Stitt (Chairperson of the Board of Directors)
- > Steven Sugar
- > Genevieve Chornenki (whose term as a director ended on December 31, 2005)
- > Christian Farstad (whose term as a director ended on December 31, 2005)
- > Benoit Girardin (ex-officio, appointed by the Board of Directors)

The staff members at the SDRCC were:

- > Benoit Girardin, Chief Executive Officer
- > Julie Duranceau, Resolution Facilitator and Resource Centre Coordinator
- > Julie Audette, Administrative Coordinator and Executive Assistant
- > Danielle Comeau (consultant): Bookkeeper

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

The Arbitrators and Mediators by province are as follows:

NOVA SCOTIA

Peter J. Mackeigan
The Honourable Stewart McInnes

QUEBEC

Bernard A. Roy
Patrice M. Brunet
Stephen L. Drymer
Jean-Guy Clément
The Honourable Marc Lalonde
The Honourable Paule Gauthier
The Honourable Benjamin J. Greenberg
Richard W. Pound
L. Yves Fortier

ONTARIO

Michel G. Picher
Graeme Mew
Ed Ratushny
The Honourable John Watson Brooke
Jane H. Devlin
Ross C. Dumoulin
Richard H. McLaren

MANITOBA

James W. Hedley

ALBERTA

Dale H. Styner
David C. Elliott
John Harrison Welbourn

BRITISH COLUMBIA

Tricia C. M. Smith
John P. Sanderson

Richard H. McLaren and L. Yves Fortier act as Co-Chief Arbitrators to oversee and supervise the affairs related to the application of the code of procedures of the SDRCC

MULTI-YEAR STRATEGY AND OBJECTIVES FOR 2006-2007

Long term objectives 2004-2007

The SDRCC's long-term (3-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 and by providing outstanding mediation and arbitration services in the resolution of sport 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 our leaders and participants to understand and make decisions, deal with disputes, and create a culture of fairness by developing within the SDRCC the service and resource structure required to offer an optimal national alternative sport dispute resolution service to the sport community.

d) Enhanced Interaction

Enhance and create a culture of fairness by developing, establishing and maintaining harmonious relationships with members of the sport community.

e) Sound, Effective Management

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

Objectives and Planned Initiatives for 2006-2007

Current Performance

In 2005-2006, SDRCC handled over 35 disputes in matters such as team selection, athlete carding, disciplinary and anti-doping issues. The SDRCC offered workshops to better educate the sport community about ADR. The SDRCC also produced a new Code of procedures to be adopted on April 1, 2006. In addition, the SDRCC educated its arbitrators and mediators on doping and selection matters.

Projected Performance for 2006-2007

With the upcoming 2007 Canada Games in Whitehorse and the anticipated increase of the doping cases, the projected annual caseload for the SDRCC is 70+ cases for 2006-2007.

A major focus during 2006-2007 will be the implementation of the new code of procedure and, specifically, the introduction of the Resolution Facilitator (RF). The RF will be available to work with disputants to try to help them resolve their disputes without resorting to arbitration. Julie Duranceau is the current RF for the SDRCC.

During 2006-2007, the SDRCC also plans to revise its list of neutrals.

The objective of the Resource Centre is to help the Sport Community prevent disputes and permit NSOs to handle those that cannot be prevented by building capacity within the NSO itself. The Resource Centre is a national repository of dispute resolution decisions, other resources to educate the sports community with respect to dispute resolution, and information on best practices in the sports field. To foster a fair, open and positive environment, the Resource Centre will prepare guides and offer workshops that focus on pertinent services and techniques. The intention is for the Resource Centre to be proactive in the development of sound policies as well as fair and effective dispute resolution mechanisms through educational campaigns, training and other initiatives.

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 administered 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 the admissibility 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 2006-2007

> **Enhance excellence in sport by improving the sport system through the prevention or reduction of sports related disputes, thus creating a culture of fairness in Canada.**

Initiatives:

- Implement the new Code and the services of the Resolution Facilitator;
- Improve the expertise of the Centre by training staff and developing a comprehensive bank of information and resources in ADR;

- Develop a fee for service program to serve non funded sports organizations and their members;
- Review the list of mediators and arbitrators to make changes to the roster, as necessary;
- Educate the mediators and arbitrators as required.

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

Initiatives:

- Implement a partnership and education plan that uses presentations, publications and other means to educate the SDRCC's members, NSOs, PTSOs and the general public about ADR.

> **Operate and manage an organization promoting excellence and transparency.**

Initiatives:

- Develop and implement transparent management and governance policies;
- Manage all sport-related disputes in a fair and efficient manner;
- Ensure that SDRCC policies comply with the Act, its by-laws and agreements.

BUDGET 2006-2007

The total proposed budget for this period is \$1,308,750 broken down as follows:

ADMINISTRATION	\$276,000
OFFICIAL LANGUAGES	\$64,200
OPERATIONS and PROGRAMMING	\$667,628
HUMAN RESOURCES	\$300,922
TOTAL EXPENSES	\$1,308,750
REVENUES	\$8,750
FUNDING APPLICATION TO SPORT CANADA	\$1,300,000

FUNDING BLOCKS

Administration:	(21%)	\$276,000
Official Languages:	(5%)	\$64,200
Operations and Programming:	(51%)	\$667,628
Human Resources:	(23%)	\$300,992

APPENDIX C

COMMITTEES OF THE SDRCC 2006-2007

Allan Stitt is a member of all committees except the Audit Committee.

Benoit Girardin was an ex-officio member of all committees.

EXECUTIVE COMMITTEE

Allan Stitt (Chair)
Bruce Kidd
Dianne Norman
Gordon Peterson
Benoit Girardin

COMPLIANCE COMMITTEE

Tamar Pichette (Chair)
Gordon Peterson
Susanne Dandenault
Allan Stitt

COMMUNICATION COMMITTEE

Dianne Norman (Chair)
Pierre Hutsebaut (until December 31, 2006)
Steven Sugar
Allan Stitt
Benoit Girardin

REVISION OF THE CODE COMMITTEE

Allan Stitt (Chair)
Gordon Peterson
Susanne Dandenault
Benoit Girardin

STAFFING COMMITTEE

Bruce Kidd (Chair)
Pierre Hutsebaut (until December 31, 2006)
Steven Sugar
Allan Stitt
Benoit Girardin

AUDIT COMMITTEE

Steven Sugar (Chair)
Bruce Kidd
Dianne Norman
Benoit Girardin

APPENDIX D

AUDITORS' REPORT FOR 2005-2006

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

FINANCIAL STATEMENTS

FOR THE YEAR ENDED MARCH 31, 2007

CONTENTS

Auditors' Report

Financial Statements

Balance Sheet

Statement of Operations

Statement of Changes in Net Assets

Statement of Cash Flows

Notes to Financial Statements



Objectif croissance
Driving growth

BDO Dunwoody s.r.l./L.L.P.
Comptables agréés et conseillers
Chartered Accountants and Advisors

4150, rue Sainte-Catherine O.
6^e étage / 6th floor
Montréal Québec Canada H3W 2Y5
Tél./Phone: (514) 931-0841
Télec./Fax: (514) 931-9491
www.bdo.ca

AUDITORS' REPORT

To the Directors of Sport Dispute Resolution Centre of Canada

We have audited the balance sheet of Sport Dispute Resolution Centre of Canada as at March 31, 2007 and the statements of operations, 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, 2007 and the results of its operations and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

BDO Dunwoody LLP

Chartered Accountants

Montréal (Québec)
June 1, 2007

*BDO Dunwoody s.r.l. est une société à responsabilité limitée enregistrée en Ontario
BDO Dunwoody L.L.P. is a limited liability Partnership registered in Ontario*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA
BALANCE SHEET**

	2007	2006
Assets		
Current		
Cash	\$ 22,321	\$ 123,752
Contribution receivable (Note 5)	70,943	–
Prepaid expenses	12,779	11,316
Sales taxes receivable	28,818	26,625
	134,861	161,693
Property and equipment (Note 3)	31,694	38,872
	\$ 166,555	\$ 200,565
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 4)	\$ 134,861	\$ 40,530
Contribution payable (Note 5)	–	121,163
	134,861	161,693
Net assets		
Net assets invested in property and equipment	31,694	38,872
	\$ 166,555	\$ 200,565

On behalf of the Board

_____ Director

_____ Director

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF OPERATIONS

For the year ended March 31	2007	2006
Revenue		
Contribution (Note 5)	\$ 933,900	\$ 1,000,000
Other revenue	2,662	3,270
Reimbursement of excess contribution (Note 5)	(98,911)	(271,913)
	837,651	731,357
Expenses		
General and administrative		
Professional fees	85,713	48,765
Rent	38,026	36,932
Office expense	22,943	21,912
Travel expenses	22,837	7,054
Telephone and telecommunications	18,418	6,213
Insurance	13,223	12,474
Amortization	9,831	11,402
Dues and subscription	6,641	2,985
Meals and entertainment	3,884	3,760
Meeting	3,353	7,945
Bank charges and interest	249	389
	225,118	159,831
Human resources		
Salaries and benefits	280,206	212,882
Training	4,172	16,765
Professional fees	53,306	19,088
	337,684	248,735
Official languages		
Translation of documents	10,921	27,621
Translation of decisions	11,263	20,927
	22,184	48,548
Operations		
Case fees	170,531	203,290
Education and communication expenses	27,341	80,596
Training of arbitrators and mediators	61,971	—
	259,843	283,886
Excess of expenses over revenue for the year (Note 5)	\$ (7,178)	\$ (9,643)

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF CHANGES IN NET ASSETS

For the year ended March 31			2007	2006
	Net Assets Invested in Property and Equipment	Unrestricted Net Assets	Total	Total
Balance, beginning of year	\$ 38,872	\$ —	\$ 38,872	\$ 48,515
Excess of (expenses over revenue) revenue over expenses for the year	(9,831)	2,653	(7,178)	(9,643)
Investment in property and equipment	2,653	(2,653)	—	—
Balance, end of year	\$ 31,694	\$ —	\$ 31,694	\$ 38,872

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	2007	2006
Cash flows from operating activities		
Excess of expenses over revenue for the year	\$ (7,178)	\$ (9,643)
Item not involving cash		
Amortization of property and equipment	9,831	11,402
	2,653	1,759
Changes in non-cash working capital balances		
Contribution receivable	(70,943)	—
Prepaid expenses	(1,463)	(377)
Sales taxes receivable	(2,193)	18,946
Accounts payable and accrued liabilities	94,331	(103,029)
Contribution payable	(121,163)	86,993
	(98,778)	4,292
Cash flows from investing activity		
Purchase of property and equipment	(2,653)	(1,759)
(Decrease) increase in cash during the year	(101,431)	2,533
Cash, beginning of year	123,752	121,219
Cash, end of year	\$ 22,321	\$ 123,752

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA NOTES TO FINANCIAL STATEMENTS

March 31, 2007

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.

The organization 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 the Centre

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

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 consists of cash, sales tax receivable, contribution receivable, accounts payable and accrued liabilities. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, currency or credit risk arising from these financial instruments.

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO FINANCIAL STATEMENTS**

March 31, 2007

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 revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Property and equipment

Property and equipment 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
Leasehold improvements	- Straight line over lease term

3. Property and Equipment

	Cost	Accumulated Amortization	2007 Net Book Value	2006 Net Book Value
Leasehold improvements	\$ 1,759	\$ 391	\$ 1,368	\$ 1,564
Office equipment	40,887	17,577	23,310	29,182
Computer equipment	22,357	15,341	7,016	8,126
	\$ 65,003	\$ 33,309	\$ 31,694	\$ 38,872

4. Related Party Transactions

There are no related party amounts in accounts payable and accrued liabilities in 2007 (2006- nil).

The related party transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related party.

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO FINANCIAL STATEMENTS**

March 31, 2007

5. Government Contributions

During the year, the SDRCC was granted \$933,900 in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2007, \$764,046 has been received, with a balance of \$169,854 to be received. Any amount of contribution in excess of expenses for the current year must be returned. As at March 31, 2007, there is a net balance receivable from Sport Canada of \$70,943 which has been recorded in the financial statements.

The reimbursement of excess contribution consists of the following:

	2007	2006
Excess of revenue over revenue for the year	\$ (7,178)	\$ (9,643)
Reimbursement of excess contribution	98,911	271,913
Income before adjustment for contribution	91,733	262,270
Amortization	9,831	11,402
Capital acquisitions for the year	(2,653)	(1,759)
Reimbursement of excess contribution	98,911	271,913
Contribution receivable at year-end	(169,854)	(150,750)
Net contribution (receivable) payable	\$ (70,943)	\$ 121,163

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

6. Commitments

The organization has an operating lease for its premises expiring on September 30, 2009.

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

2008	18,630
2009	18,630
2010	9,315
	\$ 46,575

APPENDIX E

2006-2007 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES (Non doping disputes April 1st 2006 to March 31st 2007)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGHT OF PROCEEDINGS	SOLUTION	LEGAL REPRESENTATIVE
SDRCC-06-0042 Ord. division Mediation	Soccer	Governance	NSO	David C. Elliott	81 days (May 4 to July 24, 2006)	Consent	—
SDRCC-06-0043 Ord. division Arbitration	Bodybuilding	Carding	Athlete	N/A	N/A	Withdrawal of request	N/A
SDRCC-06-0044 Ord. division Arbitration	Boxing	Selection - Eligibility	Team Manager	Richard W. Pound	16 days (October 23 to November 9, 2006)	Award rendered – Appeal denied	Ryan Savage (NSO) Jennifer Reid
SDRCC-06-0045 Ord. division Arbitration	Gymnastics	Carding	NSO	Michel G. Picher	57 jours (October 25 to December 21, 2006)	Award rendered - Appeal denied	Jean-Paul Caron (NSO) Michael Smith Helen Low
SDRCC-06-0046 Ord. division Arbitration	Boxing	Carding	Athlete	N/A	N/A	Withdrawal of request	N/A
SDRCC-06-0047 Ord. division Arbitration	Athletics	Carding	Athlete	Richard W. Pound	76 days (November 30, 2006 to February 14, 2007)	Affected party withdrew from carding Costs awarded	Daniel Caisse (Athlete) Rachel Corbett Richard Casanova
SDRCC-06-0048 Ord. division Mediation	Canoe Kayak	Carding	NSO	John H. Welbourn	63 days (December 4, 2006 February 5, 2007)	Consent Award	Graham Barton (NSO) Andrew Vaughan Jim Smellie
SDRCC-06-0049 Ord. division Mediation	Speed Skating	Eligibility	Athlete	Peter McKeigan	31 days (January 5 to February 5, 2007)	Settlement, withdrawal of request	David de Vlieger (Athlete)

2006-2007 STATISTICS ON CASES
SPORT DISPUTE RESOLUTION CENTRE OF CANADA
SYNOPSIS OF CASES (Non doping disputes April 1st 2006 to March 31st 2007)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGHT OF PROCEEDINGS	SOLUTION	LEGAL REPRESENTATIVE
SDRCC-06-0050 Ord. division Arbitration	Athletics	Discipline	Athlete	Patrice Brunet	(January 26, 2007 to)	In progress	—
SDRCC-07-0051 Ord. division Arbitration	Soccer	Selection	Athletes	John H. Welbourn	122 days (February 6 to June 8, 2007)	Award rendered - Appeal denied	Alan Ross (Athletes) Pat Santini (NSO) Barry Gibson
SDRCC-07-0052 Ord. division Mediation	Speed Skating	Eligibility Canada Games	NSO	Stephen Drymer	4 days (February 16 to February 20, 2007)	Settlement agreement	—
SDRCC-07-0053 Ord. division Mediation	Speed Skating	Eligibility Canada Games	NSO	Stephen Drymer	4 days (February 16 to February 20, 2007)	Settlement agreement	—
SDRCC-07-0054 Ord. division Arbitration	Boxing	Discipline Canada Games	Coach	Ross Dumoulin	2 hours (March 10, 2007)	Award rendered - Appeal allowed	—
SDRCC-07-0055 Ord. division Arbitration	Boxing	Eligibility	NSO	N/A	N/A	Withdrawal of request	N/A
SDRCC-07-0056 Ord. division Arbitration	Equestrian Sports	Selection	Athlete	Stewart McInnes	21 days (March 14 to April 4, 2007)	Award rendered Appeal allowed	Pierre Fournier (Athlete) David Lech Patti Latimer
SDRCC-07-0057 Ord. division Mediation	Boxing	Field of play protest	Athlete	Stephen Drymer	19 days (March 30 to April 18, 2007)	Consent award	Ryan Savage (NSO)

2006-2007 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES DOPING TRIBUNAL April 1st 2006 to March 31st 2007

FILE NUMBER DIVISION TYPE OF REQUEST	TYPE OF INFRACTION	SPORT	ARBITRATOR OR MEDIATOR	LENGHT OF PROCEEDINGS (CCES)	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT-06-0033 Doping Tribunal Arbitration	Doping	Bobsleigh	James W. Hedley	328 days* (January 19 to December 13, 2006)	Sanction Lifetime ineligibility	—
SDRCC DT-06-0037 Doping Tribunal Arbitration	Doping	Waterpolo	—	11 days (June 23 to July 4, 2006)	Waiver	—
SDRCC DT-06-0038 Doping Tribunal Arbitration	Doping	Racquetball	Ross Dumoulin	280 days* (June 16, 2006 to March 23, 2007)	Sanction 2 years ineligibility	Sid Tarrabain
SDRCC DT-06-0039 Doping Tribunal Arbitration	Doping	Athletics	Richard McLaren	360 days* (June 16, 2006 to June 11, 2007)	Sanction 2 years ineligibility	Timothy Danson (Athlete)
SDRCC DT-06-0040 Doping Tribunal Arbitration	Doping	Triathlon	Graeme Mew	50 days (July 20 to September 8, 2006)	Sanction 1 year ineligibility	Robert Morrow (CCES)
SDRCC DT-06-0041 Doping Tribunal Arbitration	Doping	Boxing	John H. Welbourn	87 days (August 4 to October 30, 2006)	Sanction 2 years ineligibility	David Lech (CCES)
SDRCC DT-06-0042 Doping Tribunal Arbitration	Doping	Athletics	—	5 days (September 22 to 27 2006)	Waiver	—
SDRCC DT-06-0043 Doping Tribunal Arbitration	Doping	Basketball	Stephen Drymer	45 days (September 22 to November 6)	Sanction 2 years ineligibility	—
SDRCC DT-06-0044 Doping Tribunal Arbitration	Doping	Basketball	—	1 day (November 20 – 21, 2006)	Waiver	—
SDRCC DT-06-0045 Tribunal Antidopage Arbitration	Doping	Football	—	2 days November 15 to November 17, 2006)	Waiver	—
SDRCC DT-06-0046 Tribunal Antidopage Arbitration	Doping	Football	James W. Hedley	8 days (December 11, 2006 to December 19, 2006)	Waiver	—

* The length of proceedings refers to the number of days between the time when the request for arbitration or mediation was filed with the Dispute Secretariat and the time when a solution was found or a decision was rendered. The total duration may include time during which cases were suspended for reasons not controlled by the SDRCC.

2006-2007 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES DOPING TRIBUNAL April 1st 2006 to March 31st 2007

FILE NUMBER DIVISION TYPE OF REQUEST	TYPE OF INFRACTION	SPORT	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS (CCES)	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT-06-0047 Tribunal Antidopage Arbitration	Doping	Basketball	—	1 day December 11, 2006 to December 12, 2006)	Waiver	—
SDRCC DT-06-0048 Tribunal Antidopage Arbitration	Doping	Athlétisme	—	2 days December 12, 2006 to December 14, 2006)	Waiver	—
SDRCC DT-06-0049 Tribunal Antidopage Arbitration	Doping	Football	Jane H. Devlin	63 days (December 12, 2006 to February 13, 2007)	Sanction 2 years ineligibility	David Lech (CCES)
SDRCC DT-06-0050 Tribunal Antidopage Arbitration	Doping	Basketball	John H. Welbourn	55 days (December 12, 2006 February 5, 2007)	Sanction 2 years ineligibility	—
SDRCC DT-06-0051 Tribunal Antidopage Arbitration	Doping	Football	—	3 days (December 19, 2006 to December 22, 2006)	Waiver	—
SDRCC DT-06-0052 Tribunal Antidopage Arbitration	Doping	Football	—	4 days (December 19, 2006 to December 23, 2006)	Waiver	—
SDRCC DT-06-0053 Tribunal Antidopage Arbitration	Doping	Football	—	8 days (December 19, 2006 to December 27, 2006)	Waiver	—
SDRCC DT-06-0054 Tribunal Antidopage Arbitration	Doping	Football	—	3 days December 19, 2006 to December 22, 2006)	Waiver	—
SDRCC DT-06-0055 Tribunal Antidopage Arbitration	Doping	Bobsleigh	Paule Gauthier	54 days (January 10 to March 5, 2007)	Sanction 2 years ineligibility	—
SDRCC DT-06-0056 Tribunal Antidopage Arbitration	Doping	Football	—	1 day (January 30 – 31, 2007)	Waiver	—
SDRCC DT-06-0057 Tribunal Antidopage Arbitration	Doping	Football	—	14 days (January 30 to February 13, 2007)	Waiver	—

APPENDIX F

LIST OF ARBITRATORS AND MEDIATORS OF THE SDRCC

ARBITRATORS

Larry Banack (Ontario)
John W. 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)
David Bennett (Ontario)
Kevin M. Burkett (Ontario)
Barbara Cornish (British Columbia)
Kileen Dagg Centurione (Ontario)
Jane H. Devlin (Ontario)
Stephen L. Drymer (Quebec)
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)

SDRCC

www.ADRsportRED.ca



Sport Dispute Resolution Centre of Canada
SDRCC

Phone (450) 686-1245 / 1-886-733-7767

Fax (450) 686-1246 / 1-877-733-1246

3100 Le Carrefour, Suite 560, Laval (Quebec) Canada, H7T 2K7