



Corporate Plan for the 2022-2023 Fiscal Year

March 1st, 2022

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THE CANADIAN SPORT POLICY

The vision of the Canadian Sport Policy 2012 is to have, by 2022, “a dynamic and innovative sport culture that promotes and celebrates participation and excellence in sport”. Fundamental to the Policy is the assumption that quality sport is dependent on seven principles appropriately integrated into all sport-related policies and programs: values-based; inclusive; technically sound; collaborative; intentional; effective; and sustainable. The vision emphasizes a commitment to learning and implementing best practices in an ever-changing environment.

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.

In keeping with the vision of the Canadian Sport Policy 2012-2022, and the government stated priorities for sport, and in accordance with the Act, the statutory mandate of the Centre is 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.

CLIENTELE

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

In July 2021, the Minister of Canadian Heritage appointed the SDRCC to design and implement an independent safe sport mechanism at the national level. This new program will oversee the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS).

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

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

The Centre’s education and prevention services are made available to all members of the Canadian sport community.

GOVERNING LEGISLATION

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

ORGANIZATIONAL STRUCTURE

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

Pursuant to the Act, the affairs and business of the Centre are managed by a Board of Directors consisting of 12 directors appointed by the Minister responsible for sport, as well as the Executive Director (or Chief Executive Officer) of the Centre, who is an *ex officio* director. In December 2003, the Minister appointed the inaugural directors after consultation with the sport community. The guidelines cited in the Act provide for a Board comprised of men and women who: a) are committed to the promotion and development of sport; b) have the experience and capability to enable the Centre to achieve its objectives; c) are representative of the sport community; and d) are representative of the diversity and linguistic duality of Canadian society. Six new members were appointed to the Centre's Board of Directors and a new Chairperson was named by the Minister of Canadian Heritage during the 2021-2022 fiscal year. Due to a mid-term resignation of a Board member after the nomination of the new members, the Centre is awaiting the announcement of a replacement by the Minister of Sport.

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.

The Secretariat and the Resource Centre are managed internally by the staff of the Centre (the Chief Executive Officer and nine employees). 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.

Members of the Board of Directors during the 2021-2022 fiscal year:

Current Directors as of March 1, 2022:

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

Directors whose term ended during the 2021-2022 fiscal year:

- William L. Ryan (Chairperson)
- Michael J. Bruni
- Shu-Tai Cheng
- Linda Cuthbert
- Susan Kitchen
- The Honourable Graeme Mew
- Marisha Roman

Staff members as of March 1, 2022:

- Marie-Claude Asselin, Chief Executive Officer
- Tanya Gates, Director of Operations
- Alexandra Lojen, Case Manager
- Kirsten Whelan, Case Manager / Safe Sport Coordinator
- Fifi Manesa, Administrative Assistant
- Liddia Touch Kol, Resource Centre Manager
- Nikolas Martin, Support and Wellness Coordinator (*since October 26, 2021*)
- Rick Hunger, Senior Director (*since January 17, 2022*)
- Jérôme Fontaine-Benedetti, Assistant Case Manager (*since February 7, 2022*)
- Michael Vamelkin, IT Technician (*since February 14, 2022*)

The firm Baker Tilly was appointed by the Board of Directors as the independent auditor for the 2021-2022 fiscal year.

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

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

Alberta

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

British Columbia

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

Manitoba

Jeffrey Palamar (Arbitrator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator/Arbitrator)

Northwest Territories

Cayley Jane Thomas (Mediator)

Nova Scotia

David Merrigan (Arbitrator)

Ontario

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

Ontario (continued)

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

Quebec

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

Saskatchewan

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

Women in Arbitration Mentorship Program Participants:

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

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

LONG-TERM OBJECTIVES 2020-2024

The Board of Directors has adopted the following as its vision statement: “A culture of fairness, integrity and respect is embraced in Canadian sport and beyond”. In aiming to achieve this vision, the Centre seeks to provide leadership in sport dispute prevention and resolution, while fostering a culture of integrity, procedural fairness and respect. Following extensive stakeholder consultations and discussions, the Board has endorsed a strategic plan comprised of four priority areas to guide the Centre’s activities over the 2020-2024 quadrennial.

Providing Sport Dispute Resolution Services

Goal: To provide fair, impartial, timely, and cost-effective solutions to sport disputes

Strategies identified to achieve this goal include: maintaining the highest quality of expertise to deliver effective professional dispute resolution services; reviewing procedural rules to ensure they are current and compliant; and refining processes to better guide and assist parties in disputes.

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

Goal: To maximize the value of educational programs and initiatives for stakeholders

Strategies identified to achieve this goal include: modernizing the delivery of existing tools and resources to increase their accessibility; developing new programs and resources to best meet stakeholder needs; and strengthening partnerships to broaden the reach and impact of programs and initiatives.

Supporting Integrity in Sport

Goal: To support the Canadian sport community to address and resolve concerns about maltreatment in sport

Strategies identified to achieve this goal include: facilitating access to systems, resources, and a safe environment to effectively address maltreatment in sport; and contributing leadership and expertise to establish in a timely manner an effective safe sport system.

Pursuing Organizational Excellence

Goal: To maintain the Centre as an inclusive, sustainable, accountable, and responsible model of good governance

Strategies identified to achieve this goal include: optimizing the effectiveness of the Centre’s operations, services, and programs; strengthening governance through Board development; and cultivating an inclusive, respectful and fulfilling work environment.

INTERIM REPORT ON ACTIVITIES 2021-2022

Providing Sport Dispute Resolution Services

- From April 1, 2021 to February 28, 2022, the Centre received 72 new sport disputes, including seven related to the Tokyo Summer Olympic Games, nine disputes relating to team selection for the 2022 Winter Olympic Games, and eight anti-doping rule violation assertions. The Centre also provided fee-for-service case management in two internal matters from National Sport Organizations and Multisport Service Organizations.
- The Centre received 20 requests for Early Resolution Facilitation during the period of which 11 involved matters related to safe sport. Eleven of these matters were resolved by consent of the parties and six are still in progress.
- Newly appointed roster members and Women in Arbitration Mentorship Program (WAMP) participants attended an orientation session and the 2021 Mediator and Arbitrator Conference which was held virtually. Specialized training sessions were conducted for all members of the Doping and Safeguarding rosters.
- Supplemental training on trauma-informed mediation was delivered to roster members and WAMP participants in preparation for the launch of the safe sport mechanism.
- The annotated version of the Canadian Sport Dispute Resolution Code was updated and published in both official languages on the Centre's website.
- WAMP participants have completed required observations on six arbitration cases, with an additional four observations still in progress and one mock decision submitted for evaluation.

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

- The “Getting Ready for the Hearing” and “A Sport Administrator's Guide to Anti-Doping Rule Violation Assertions” publications were updated to comply with the 2021 Canadian Sport Dispute Resolution Code and Canadian Anti-Doping Program.
- Staff conducted 34 virtual presentations or workshops and attended eight sport community events.
- As part of the Sport Law Connect Program, case management training was provided to provincial sport administrators in Manitoba and program orientation was provided to a new cohort of law students in British Columbia. Training was provided to graduate law students from Université de Sherbrooke to offer free-of-charge sport mediation services in Quebec. In anticipation of expanding the program to Alberta, orientation sessions were provided to law students in that province.

Supporting Integrity in Sport

- The Centre conducted a comprehensive national consultation process to elicit feedback on the design and implementation of Canada's new independent safe sport mechanism. A total of 21 virtual focus group sessions were held, involving 77 national sport organizations, multisport service organizations, and national sport centres and institutes.
- An Athlete Advocacy Committee was created to serve as the collective voice for all Canadian athletes to provide input, make recommendations, and contribute to the development of programs and services of the independent mechanism.

- The Office of the Sport Integrity Commissioner Working Group, was struck to provide expertise and assistance in the design and implementation of the independent safe sport mechanism.
- Twenty-two national sport organizations and thirteen multisport service organizations have pledged their intention to become a Program Signatory of the independent safe sport mechanism.
- Pledge signatories were invited to create a Safe Sport Working Group to design the function and reporting structure for the Director of Sanctions and Outcomes, to act in a prosecutorial role in the independent mechanism.
- The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) was reviewed and updated, in part to align to the new independent safe sport mechanism. A consultation process will be held prior to finalizing the new version.
- Expert working groups were formed to assist with the development of UCCMS compliant education standards and to create a safe sport research program.
- New staff positions including the Support Services Coordinator, Senior Director, Sport Integrity Commissioner, Director of Finance, and Chief Investigator were created.

Pursuing Organizational Excellence

- Six new Board members and a new Chairperson were named by the Minister responsible for sport. New members attended an in-person orientation held in conjunction with the Centre's Annual Public Meeting in September 2021.
- The Board Handbook was updated and made available to all new directors and the committee structure, composition and terms of reference were reviewed and updated.
- Professional development on the subject of mental health was offered to all of the Centre's employees, Board, roster, and Investigation Unit members and the Canadian Sport Helpline Operators.
- During the period, the Centre complied with its legislative and contractual obligations.

STRATEGIC PRIORITIES 2022-2023

The Centre's strategic priorities for the 2022-2023 fiscal year include: (i) providing fair, impartial, timely and cost-effective dispute resolution services; (ii) increasing accessibility of dispute prevention tools and resources; (iii) continuing to support the sport community to address maltreatment in sport; and (iv) practicing transparent, sustainable and responsible management and governance.

In delivering on its statutory mandate, the Centre's projected activities for the 2022-2023 fiscal year will ensure that the two core elements of its services, the Dispute Resolution Secretariat and the Dispute Prevention Resource Centre, are maintained and enhanced.

When disputes arise in sport, the Dispute Resolution Secretariat will continue to provide fair, impartial, timely and cost-effective solutions to NSOs, MSOs and CSCIs.

The primary objective of the Dispute Prevention Resource Centre is to provide information and tools to assist all members of the sport community in preventing disputes and to enhance the capacity of NSOs, MSOs and CSCIs to resolve those disputes that cannot be prevented. In the 2022-2023 fiscal year, the Centre will continue to promote a culture of fairness, integrity and respect within the Canadian sport system through the delivery of resources, tools and education.

The Centre will continue to support the Canadian Sport Community to address and resolve concerns about maltreatment in sport through, among other programs, the creation of the Office of the Sport Integrity Commissioner.

In the pursuit of organizational excellence, the Centre will continue to apply strong governance and business practices and implement effective organizational changes. It will carry out its mandate in full compliance with the Act and with the requirements of the Government of Canada in the delivery of its services.

OBJECTIVES AND INITIATIVES 2022-2023

Providing Sport Dispute Resolution Services

Initiatives:

- Provide professional development to SDRCC Arbitrators, Mediators and Board members at annual conference, and develop webinars to offer supplemental training opportunities between conferences;
- Offer on-site dispute resolution services at the 2022 Canada Summer Games and 2023 Canada Winter Games;
- Evaluate the Women in Arbitration Mentorship program and make recommendations for improvement;
- Assess the effectiveness of the pro bono program and provide an orientation to participating lawyers.

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

Initiatives:

- Continue collaboration with participating provinces to promote the Sport Law Connect Program and expand the program to other interested provinces and territories;
- Implement upgrades to enhance user experience and access to tools and resources on the Centre's website;
- Continue to provide dispute prevention and education to the Canadian sport community through workshops, webinars and outreach at sport community events.

Supporting Integrity in Sport

Initiatives:

- Establish the Office of the Sport Integrity Commissioner to independently address reports of maltreatment on behalf of all interested federally-funded sport organizations;
- Support federally-funded sport organizations in meeting the requirements to become a signatory of the independent safe sport mechanism;
- Expand the roles of the Canadian Sport Helpline and the Investigation Unit, and support the creation of the function of Director of Sanctions and Outcomes;
- Provide education and training to investigators, mediators and arbitrators as it relates to trauma informed practices;
- Provide access to an independent third-party, as may be necessary, in the Centre's application of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport.

Pursuing Organizational Excellence

Initiatives:

- Implement effective organizational changes to achieve full integration of the Office of the Sport Integrity Commissioner and other safe sport functions to the Centre's operations;
- 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 2022-2023

Consistent with the objectives and planned initiatives for 2022-2023, the proposed core funding budget for this fiscal year is \$1,100,000 broken down as follows:

ADMINISTRATION	110,000
GOVERNANCE	40,000
HUMAN RESOURCES	535,000
OFFICIAL LANGUAGES	35,000
OPERATIONS	380,000

Consistent with the objectives and planned initiatives for 2022-2023, the proposed above reference level funding budget for this fiscal year is \$10,025,000 broken down as follows:

ADMINISTRATION	400,000
GOVERNANCE	20,000
HUMAN RESOURCES	1,215,000
OFFICIAL LANGUAGES	340,000
OPERATIONS	7,770,000
RESEARCH AND EVALUATION	280,000

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