



REPORT ON  
THE OPERATIONS  
OF THE SDRCC

2015  
2016

# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

FROM THE CHAIRPERSON OF THE SDRCC  
DAVID DE VLIET / JULY 31, 2016





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A summary of the 2016–2020 strategic plan may be found at the end of this document.

**NOTICE:**

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



## About the Centre

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

This report reviews the operations and assesses the results of the activities of the Centre for the period from April 1, 2015 to March 31, 2016 (the “Period”).

### STATUTORY MANDATE

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

### VISION STATEMENT FOR 2016–2020

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

### MISSION STATEMENT FOR 2016–2020

The Centre provides global leadership in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada.

### ORGANIZATION HISTORY AND PROFILE

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

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

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

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



## Message from the Chairperson of the Board

It is my pleasure to bring greetings on behalf of the Centre's Board of Directors. My first year as Chair of this Board has flown by, with the Centre moving forward on numerous fronts.

A challenge foreseen last year was the introduction of seven new board members within a short period of time; any concerns this may have posed were quickly put to rest as the new board came together very well and hit the ground running. The hosting of a joint conference with the Court of Arbitration for Sport and the process of defining a new strategic plan proved to be the tonic required. These milestones brought the new members into the fold, engendering the respect and collegiality necessary to ground an effective board of directors.

I am very proud of the 2016–2020 Strategic Plan recently endorsed by the Board. It provides a clear blueprint for the Centre's priorities over the next quadrennial. In addition to a commitment to ensure the provision of a best-in-class tribunal service, balanced by a resource centre that ideally obviates the need for many disputes to progress to the Centre-level, the Plan endorses a commitment to assisting with the establishment of an ombuds program for Canadian sport. First suggested in 2000, I believe the time is right for the introduction of such a program for Canadian sport and we are spearheading a working group tasked at defining the need, scope and limits of such a potential program.

My utmost thanks and gratitude goes out to Marie-Claude and her first-rate team who have made the Board's role that much easier. Their efforts are all the more exceptional when one considers that the year saw a huge increase in the Centre's case load, putting strain not only on their time but also the budget. I am happy to report that the cases were managed efficiently and I am confident that parties to the disputes were well-served and did not detect any adverse impacts from the caseload.

It is an honour for me to work with this Board and staff, and I thank all for their contributions to the Centre's success. I look forward to continuing to work with each of you — and the rest of the Canadian sporting community — in ensuring Canada remains a leader in sport dispute resolution.

### **David de Vlieger**

Chairperson of the Centre's Board of Directors



## Message from the Chief Executive Officer

The Centre experienced a record year in its tribunal operations, handling a total of 61 cases, 36 of which were filed in the first four months the Period, compared to an annual average of under 45 cases. Although the caseload returned to normal after that initial peak, some additional funding was necessary to compensate for the exceptionally high demand for services.

Amidst a busy year in our core operations, the success of the Centre in the hosting of a Court of Arbitration for Sport (CAS) public seminar is undeniable. This first-ever CAS event to be held north of Mexico was organized as the public portion on the Centre's annual Mediator and Arbitrator Conference. The event welcomed public registrants from 13 different countries who exceeded in number the participants from the Centre.

The appointment of seven new directors by the Minister of State (Sport) during the Period coincided with the need to renew the Centre's strategic plan. Well informed by the results of a vast stakeholder consultation, the Board adopted a visionary strategic plan breaking new ground, projecting the Centre into the future and setting the bar even higher for the years to come.

It is with great pride that I accept the challenge to lead the Centre's staff to support the Board in delivering on this ambitious strategic vision. And more than anything, I wish to heartfully thank the Minister of Sport and Persons with Disabilities for her continued and demonstrated support for the Centre's mission.

**Marie-Claude Asselin**  
Chief Executive Officer



# Highlights from 2015–2016

## Achieving Our Objectives:

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

### 1.1 Increase awareness of the Pro Bono program and provide an orientation to participating lawyers

The list of pro bono legal representatives was expanded during the Period with the addition of two new lawyers, including one who can assist parties in both official languages. Orientation presentations were created, one on the general workings of the Centre's tribunal and one specifically on the management of doping cases, to be delivered as necessary to new members of the Pro Bono program. Both presentations were delivered as part of the orientation of a new roster member during the Period and will be offered shortly in webinar format to lawyers participating in the Pro Bono program.

### 1.2 Collate working templates and other relevant references into a toolkit for SDRCC roster members

A series of tools and templates, developed over the years to assist roster members in their work with the Centre, was collated into a toolkit that is now available online in both official languages to all mediators and arbitrators on the Centre's roster. Additional resources are also being developed, with some in the final stages of translation. The Centre intends to keep these resources current and to populate the toolkit with new resources as needs arise.

### 1.3 Conduct systematic evaluation of tribunal services

A formal evaluation of tribunal services has been developed, however the exceptional caseload in the tribunal during the Period did not allow for full implementation. The confidential online evaluation questionnaire is now being sent to parties following targeted cases as a pilot program. The Centre anticipates this process to be officially launched early in the 2016–2017 fiscal year.

Roster attrition since the last appointments in 2014 prompted the Board to solicit expressions of interests from previous applicants to join the roster mid-term. An arbitrator and a bilingual mediator were subsequently admitted to the roster, after their mandatory attendance at the Centre's Mediator and Arbitrator conference in February 2016.

An independent privacy audit was conducted by a law firm to review the Centre's policies and procedures with regards to the handling of private information and confidential documents. The report deemed the Centre compliant with the World Anti-Doping Agency's *Protection of Privacy and Personal Information International Standard* and with the *Personal Information Protection and Electronic Documents Act*. The report also recommended the adoption of a formal privacy and protection of personal information policy, as a mechanism to better inform the public and the Centre's clients of the safeguards already in effect. Such policy will be developed in 2016–2017.

### 1.4 Survey users of the upgraded Case Management Portal to ensure effectiveness and set priorities for future upgrades

The Case Management Portal was the object of a thorough evaluation and analysis by external consultants as part of their mandate to develop a new technology strategy for the Centre. A list of possible future upgrades and new functionalities is being developed to offer a more powerful tool. The survey of users, delayed until 2016–2017 will aim to consult clients on those potential features and to ensure that priorities set for future upgrades meet the needs of users as well as to improve the portal's performance.



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

**2.1 Create a resource to help unrepresented parties to better prepare for resolution facilitation and mediation**

The Centre launched this tool to help parties prepare for resolution facilitation and mediation, while stimulating reflection on the issues in dispute, the relationships between the disputing parties and important settlement considerations. It is also meant to be used during the resolution facilitation or mediation session, to guide the party's analysis of various settlement options that might be discussed. The tool can be downloaded as a Word document to be populated electronically or in printable PDF format.

Also as part of the gradually developing set of tools to eventually form the *Guide to Hearing*, parties now have access to a new resource entitled "Access to SDRCC Resolution Services". It was first introduced at the AthletesCAN Forum in September 2015 and is now available in print format as well as online in interactive format. This flowchart guides the user through a series of questions to determine if conditions are met, or what conditions remain to be met, for an appeal to be filed with the Centre.

The Centre is also developing a resource to assist self-represented parties in the preparation of written submissions in arbitration proceedings, suggesting presentation guidelines, practical tips for cross-reference to evidence and naming documents. This tool is expected to be finalized and made available in 2016–2017.

**2.2 Collaborate with the CCES to develop a resource for NSO and MSO administrators in the management of doping assertions within their membership**

This resource, based on a joint presentation made by the Centre and the CCES at the 2014 Sport Leadership Conference, will help clarify the roles and responsibilities of NSO and MSO administrators in the handling of adverse analytical findings or other allegations of doping violations against one or more of their members. Its development was stalled by competing priorities during the Period, but the completion of the project was reconfirmed as a goal in the 2016–2017 operation plan.

**2.3 Build additional content to improve the Appeal Panel Orientation toolbox**

No new resource was added to the Appeal Panel Orientation toolbox during the Period, however several tools have been developed and are in final stages of approval and translation. It is expected that the online program will be updated in the new fiscal year.

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

LinkedIn continues to be the main focus of social media activity for the Centre. It was used to promote the "Pursuing Excellence in Sport Dispute Resolution", public seminar hosted by the Centre jointly with the Court of Arbitration for Sport and also to notify followers when new jurisprudence has been posted on the Centre's website.

As part of implementing the recommendations from its new Communication Plan, exploratory research into other sport and ADR organisations' use of YouTube yielded practical examples of how the Centre can benefit from the creation of a YouTube channel. This media will be the object of further attention in the near future to determine the feasibility of implementation.





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

### **3.1 Implement the new SDRCC communication plan**

In addition to exploring new opportunities to use social media as means of communication, several other recommendations of the new communication plan were implemented during the Period. An annual calendar of events and outreach opportunities was created as an internal tracking mechanism, and is now used both as an internal resource and for reporting purposes.

When the appointment of a new senior administrator in an NSO, MSO or a CSI is brought to the attention of the Centre, a cover letter and package of the Centre's publications is issued to the incumbent to offer the Centre's dispute prevention services and to invite future collaboration. A new "book a workshop" form was also introduced to promote and facilitate access to the Centre's outreach activities.

Technological enhancements were made to the Centre's website to apply responsive design and add quick link buttons to promote easier access to the most commonly sought website features including searching the jurisprudence database, filing an appeal or booking a workshop.

### **3.2 Explore innovative ways to deliver educational tools and resources to the sport community**

In order to maximize resources and ensure cost effective delivery of educational messages, the Centre's staff explored the adaptation of interactive dispute prevention workshop contents in order to allow their delivery through electronic means. In early 2016–2017, support technology was tested with the presentation by webinar of a workshop on conflict of interest. The experience was successful and other workshops will be adapted for electronic delivery in the coming months.

Also, a "simplified" version of the *Guide to the Development of an Appeal Policy* was published, primarily to the benefit of smaller sport organizations as well as those with fewer resources such as provincial/territorial organizations and sport clubs.

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

The Centre continued to increase its visibility and interaction during the Period. Staff attended 28 partner events or conferences, facilitated 21 workshops, and distributed dispute prevention and resolution publications at its kiosk at 15 different events. This outreach involved eight (8) provincial sport organizations, six (6) multisport service organizations, five (5) national sport organizations, three (3) ADR organizations, three (3) multisport games, three (3) Canadian sport institutes, two (2) academic institutions and also included (4) international events held in Canada.

The Centre's reach across Canada extended from British Columbia to Prince Edward Island, covering 7 provinces in total. Invitations received from national sport organizations, to attend annual meetings and conduct customized workshops to educate their members on topics such as identifying and avoiding conflict of interest in sports-related decisions and playing fair in the boardroom to prevent disputes, demonstrate an increased enthusiasm to promote a culture of fairness in Canadian sport.

### **3.4 Continue to formalize partnerships with relevant sport and ADR organizations to maximize the use of shared resources and create mutually beneficial educational tools**

The fruitful collaboration with the Court of Arbitration for Sport on the public component of the Centre's 2016 Mediator and Arbitrator Conference held in Vancouver, British Columbia helped attract attendees from 13 different



nations. Partnerships with the Sport Lawyers Association, ViaSport BC, and the City of Vancouver also helped contribute to the success of the event. A new addition to the conference was a program for students in relevant fields of study to attend the conference at a reduced rate and to be paired with an arbitrator or a mediator of the Centre to foster networking and mentorship.

The Centre was also entrusted by the International Paralympic Committee (IPC) to appoint members from its roster to the IPC Board of Appeal of Classification during the 2015 Parapan American Games in Toronto. No appeal was filed during those Games.

A panel of speakers featuring four roster members and the chief executive officer of the Centre delivered a session at the 2015 ADR annual conference of the American Bar Association in Seattle. In Canada, ongoing partnerships with AthletesCAN, Club Excellence, Canada Games Council and ViaSport BC are nurtured and continue to prove mutually beneficial.

#### **OBJECTIVE 4: DEVELOP AND IMPLEMENT TRANSPARENT AND RESPONSIBLE MANAGEMENT AND GOVERNANCE POLICIES**

##### **4.1 Renew the long-term strategy for the period 2016–2020 and begin its implementation**

Following extensive stakeholder consultations, and a facilitated strategic planning workshop, the Board adopted a new strategic plan for the next four years. It identifies the Centre's goals and the strategies to achieve them and is based on four strategic pillars: 1) Providing Sport Dispute Resolution Services to the Canadian Sport Community, 2) Strengthening the Capacity of the Canadian Sport Community to Prevent and Resolve Disputes, 3) Establishing an Ombudsperson Service for the Canadian Sport Community, and 4) Pursuing Organizational Excellence.

A summary of the 2016–2020 strategic plan may be found at the end of this document.

##### **4.2 Provide orientation and training to new members of the Board of Directors**

Seven new Board members were appointed during the Period. A board-driven orientation session was held in conjunction with the 2015 public meeting in Gatineau, Quebec. The new Board members also received a copy of the Board Handbook which provides an overview of the organization, its governance structure, responsibilities for committee members and chairpersons, references to key corporate documents and policies and a self-evaluation tool.



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

The Centre's 2014–2015 Annual Report was delivered to the Minister of State (Sport) in July 2015 and its Annual Public meeting was held in Gatineau on September 22, 2015.

A contracted bookkeeper provided accounting services for the Centre during the Period. Collins Barrow LLP, Chartered Accountants, audited the accounts and financial transactions of the Centre and submitted its written report to the Audit and Finance Committee of the Centre on June 17, 2016. The Auditor's Report was approved by the Board on July 18, 2016. The Auditor's Report, presented on page 16 of this report, states that the Centre applies Canadian accounting standards for not-for-profit organizations, that it has a comprehensive plan in place to meet its obligations and that it is considered economically dependent upon government funding for its financial operations.

Sport Canada's contribution to the Centre for the Period was **\$1,140,000**. The approved financial statements show that related expenses amounted to a total of **\$1,110,295** broken down as follows:

- **\$181,863** for administration, including office, governance, and communication;
- **\$54,268** for official languages requirements, including the cost of translation for the Centre's documents and rulings;
- **\$445,614** for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- **\$428,550** for human resources, including professional services as well as salaries and benefits for the Centre's staff.

For several consecutive years, the cost of tribunal operations has exceeded budgeted amounts notwithstanding that the Centre has continued to operate within an unchanged funding envelope. A tight budgetary control is maintained throughout the year to compensate for the unpredictability of the number and complexity of cases filed with the Centre. Within the first four months of 2015–2016, an exceptionally high caseload in both the ordinary and doping tribunals brought the Centre's management to alert Sport Canada to a financial risk. It quickly became apparent that expenditures in tribunal operations and costs of translating arbitral awards would exceed budgeted amounts. At the end of December 2015, the Centre applied for and received \$140,000 in above-reference funding for the Period.

The Centre generated \$31,371 in independent revenues for the Period. These revenues include a grant received by the City of Vancouver to assist in the hosting of the public portion of the SDRCC Mediator and Arbitrator Conference.

As required by Section 32 of the Act, the Corporate Plan for the 2016–2017 fiscal year was delivered to the Minister of Sport and Persons with Disabilities on February 29, 2016. The plan indicated that the Centre's strategic priorities would include: i) the implementation of its 2016–2020 Strategic Plan and bringing the necessary changes to deliver on its objectives; (ii) continuing to provide client-oriented, efficient and professional sport dispute prevention and resolution services; (iii) expanding the reach and impact of its existing resources and tools to assist members of the Canadian sport community in the prevention and efficient resolution of sport disputes; (iv) supporting the sport community in the establishment of an ombudsperson service; and (v) continuing to practice transparent and responsible management and governance. The corporate plan presented a budget that included expenditures of \$1,103,000. The projected expenditures include: \$120,000 for administration, \$43,000 for official languages, \$430,000 for operations, and \$510,000 for human resources.

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



## DISPUTE RESOLUTION SECRETARIAT ACTIVITIES IN 2015–2016

Sixty-one (61) new cases were filed during the Period, originating from 29 different sports.

The Ordinary Tribunal was seized with 38 new requests dealing with issues such as team selection, athlete carding, discipline, and governance matters. Nine (9) of these cases were urgent in nature and were resolved in six (6) days or less.

Seven (7) cases were settled by consent agreement of the parties; 25 cases were resolved by arbitration; and four (4) requests were withdrawn. The average time for an arbitral award to be rendered was 27 days from the request being filed; the average duration of cases resolved by settlement agreement was 46 days.

In the Doping Tribunal, 23 new doping violation assertions were filed, six (6) of which were determined by an arbitral decision. Thirteen (13) cases were resolved by the athletes waiving their right to a hearing and accepting the sanction proposed by the Canadian Centre for Ethics in Sport (CCES), and two (2) cases were withdrawn. The 2015 Canadian Anti-Doping Code stipulates that persons who fail to dispute a doping assertion within the prescribed time limits shall be deemed to have admitted the violation, waived the hearing,

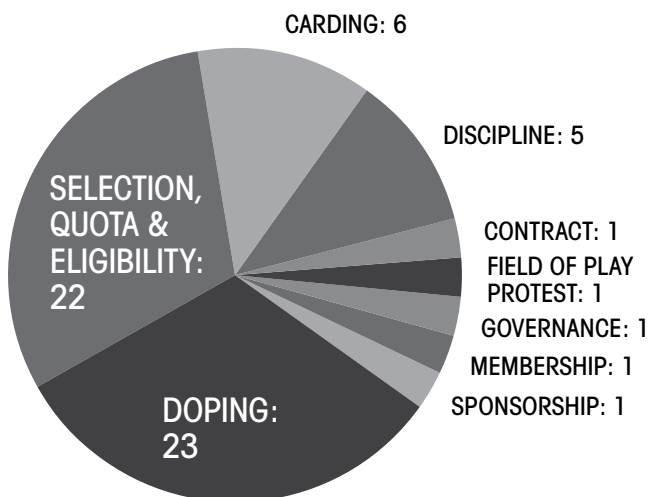
and accepted the consequences; consequently under these rules, two (2) cases were resolved by deemed waiver. The average time for resolution of doping cases was 60 days.

All sports-related disputes submitted during the Period were managed fairly and efficiently in accordance with the highest standards of arbitration and mediation practice. One dispute gave rise to a complaint being filed against an arbitrator. An independent investigator, after a thorough investigation, found the complaint to be without merit and recommended that it be dismissed.

Parties to proceedings benefitted from access to free legal advice and services through the *Pro Bono* program. Partial statistics show that, during the Period, legal representatives from that program assisted in at least 26 cases, representing estimated savings for members of the sport community of over \$300,000 in legal fees. The majority of requests for legal assistance came from athletes, coaches and parents.

### TYPE OF DISPUTE

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



### DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Athletics	7
Football	7
Table Tennis	4
Weightlifting	4
Bobsleigh	3
Canoe-Kayak	3
Snowboard	3
Speed Skating	3
Taekwondo	3
Wrestling	3
Cycling	2
Judo	2
Shooting	2

*Sports from which only one dispute was submitted were: Archery, Badminton, Boccia, Bowls, Broomball, Curling, Figure Skating, Goalball, Racquetball, Rugby, Sailing, Soccer, Softball, Swimming, Synchronized Swimming and Water Polo.*

# TRIBUNAL STATISTICS FOR 2015–2016

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2015 to March 31, 2016)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding*	Solution	Legal Representative
SDRCC 15-0255 Ordinary Division Arbitration	Bowls	Selection	Athlete	Richard W. Pound	31 days (April 21 to May 22, 2015)	Appeal denied	Louise R. Guerrette (Athlete) Benoit Girardin (NSO)
SDRCC 15-0256 Ordinary Division Med/Arb	Multisport	Contract	NSOs		54 days (May 1 to June 24, 2015)	Request withdrawn	
SDRCC 15-0257 Ordinary Division Arbitration	Table Tennis	Selection	Official	Peter J. Mackeigan	35 days (May 12 to June 16, 2015)	Consent settlement	Emir Crowne (Official)
SDRCC 15-0258 Ordinary Division Med/Arb	Table Tennis	Selection	Athlete		7 days (May 13 to May 20, 2015)	Lack of jurisdiction	
SDRCC 15-0259 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athlete	John H. Welbourn	1 day (May 19 to May 20, 2015)	Appeal denied	Steven Indig (NSO)
SDRCC 15-0260 Ordinary Division Med/Arb	Racquetball	Selection	Athlete	David Bennett (Jurisdictional)	4 days (June 1 to June 5, 2015)	Appeal denied	Antoine Michaud-Soret (Athlete) Steven Indig (NSO)
SDRCC 15-0261 Ordinary Division Arbitration	Shooting	Selection	Athlete	Roger Gunn	2 days (June 13 to June 15, 2015)	Appeal denied	Emir Crowne (Athlete) Mark R. McMackin & Norm Ronski (Affected Party)
SDRCC 15-0262 Ordinary Division Resolution Facilitation	Swimming	Governance	NSO, PSO & Officials Association	Steven C. Gaon	17 days (June 14 to July 1, 2015)	Termination of mediation	Brian Ward (PSO)
SDRCC 15-0263 Ordinary Division Arbitration	Table Tennis	Selection	Athlete	Anne L. Sone	10 days (June 15 to June 25, 2015)	Consent settlement	
SDRCC 15-0264 Ordinary Division Arbitration	Water Polo	Selection	Athlete	Richard W. Pound	2 days (June 22 to June 24, 2015)	Appeal allowed	
SDRCC 15-0265 Ordinary Division Arbitration	Boccia	Selection	Athlete	Richard W. Pound	21 days (June 23 to July 14, 2015)	Appeal denied	Yann Bernard & Annie Bourgeois (Athlete) Michaël Bardagi & Steven Indig (NSO)
SDRCC 15-0266 Ordinary Division Arbitration	Synchronized Swimming	Selection	Athlete	Gordon E. Peterson	17 days (June 26 to July 13, 2015)	Appeal denied	LeeAnn L. Cupidio & Steven Indig (NSO); Nicolas Thibault Bernier (Affected Party)
SDRCC 15-0267 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Robert Décary	34 days (July 3 to August 6, 2015)	Appeal denied	Michaël-Tai Nguyen (Athlete) Fedora Mathieu (NSO)
SDRCC 15-0268 Ordinary Division Arbitration	Taekwondo	Field of Play Protest	Athlete	James C. Oakley	24 days (July 7 to July 31, 2015)	Appeal denied	Paul Greene (Athlete) William H. Hilder (NSO)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA  
**SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2015 to March 31, 2016)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding*	Solution	Legal Representative
SDRCC 15-0269 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Jeffrey J. Palamar	41 days (July 11 to August 21, 2015)	Appeal denied	Michaël-Tai Nguyen (Athlete) Fedora Mathieu (NSO)
SDRCC 15-0270 Ordinary Division Arbitration	Athletics	Selection	Athlete	Carla Qualtrough	0 days (July 15, 2015)	Appeal denied	
SDRCC 15-0271 Ordinary Division Mediation	Badminton	Carding	Athlete	David Bennett	47 days (July 25 to September 10, 2015)	Consent settlement	Emir Crowne (Athlete)
SDRCC 15-0272 Ordinary Division Arbitration	Taekwondo	Membership	PSOs	David Bennett	30 days (September 16 to October 16, 2015)	Appeal denied	Jordon Goldblatt (NSO)
SDRCC 15-0273 Ordinary Division Arbitration	Taekwondo	Discipline	Coach	David Bennett	33 days (September 18 to October 21, 2015)	Appeal allowed	
SDRCC 15-0274 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Janice D. Johnston	25 days (September 24 to October 19, 2015)	Consent settlement	Emir Crowne & Melissa Knox (Athlete) Fedora Mathieu (NSO)
SDRCC 15-0275 Ordinary Division Med/Arb	Weightlifting	Discipline	Coach	Michel G. Picher	59 days (October 16 to December 14, 2015)	Consent settlement	Michaël Bardagi (Athlete) Stéphanie Beaupré-Camirand & Yan Jubinville (NSO)
SDRCC 15-0276 Ordinary Division Resolution Facilitation	Rugby	Selection	NSO & MSO	David Bennett	10 days (October 19 to October 29, 2015)	Request withdrawn	
SDRCC 15-0277 Ordinary Division Resolution Facilitation	Football	Selection	NSO & MSO	Allan J. Stitt	6 days (October 20 to October 26, 2015)	Request withdrawn	
SDRCC 15-0278 Ordinary Division Arbitration	Athletics	Carding	Athlete	Carol Roberts	50 days (November 9 to December 29, 2015)	Appeal allowed	
SDRCC 15-0279 Ordinary Division Med/Arb	Curling	Discipline	Volunteer	Janice D. Johnston	61 days (November 11, 2015 to January 11, 2016)	Consent settlement	Paul J. Conlin (NSO)
SDRCC 15-0280 Ordinary Division Med/Arb	Canoe-Kayak	Carding	Athlete	Michel G. Picher	18 days (November 21 to December 9, 2015)	Appeal denied	Steven Indig (NSO)
SDRCC 15-0281 Ordinary Division Arbitration	Athletics	Carding	Athlete	Ross C. Dumoulin	89 days (November 25, 2015 to February 22, 2016)	Appeal denied	Rob Lonergan & Meredith MacGregor (Athlete) Michaël-Tai Nguyen (Affected Party); Rory Cornale (NSO)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA  
**SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2015 to March 31, 2016)

File Number Division Type of request	Sport	Type of Dispute	Member Filing the Request	Arbitrator or Mediator	Length of Proceeding*	Solution	Legal Representative
SDRCC 15-0282 Ordinary Division Arbitration	Bobsleigh	Sponsorship	Athlete	Paule Gauthier	44 days (December 7, 2015 to January 20, 2016)	Appeal denied	Emir Crowne & Melissa Knox (Athlete); Tala Khoury & Alexandra Logvin (NSO)
SDRCC 15-0283 Ordinary Division Med/Arb	Canoe-Kayak	Carding	Athlete		26 days (December 18, 2015 to January 13, 2016)	Request withdrawn	Michaël Bardagi (NSO)
SDRCC 15-0284 Ordinary Division Arbitration	Bobsleigh	Selection	Athlete	Patrice M. Brunet	12 days (December 22, 2015 to January 3, 2016)	Appeal denied	Cherrine C. Chow (Athlete) JJ McIntyre (NSO); Emir Crowne (Affected Parties)
SDRCC 15-0285 Ordinary Division Arbitration	Bobsleigh	Selection	Athlete	Patrice M. Brunet	4 days (December 30, 2015 to January 3, 2016)	Appeal denied	Cherrine C. Chow (Athlete) JJ McIntyre (NSO); Emir Crowne (Affected Parties)
SDRCC 16-0286 Ordinary Division Arbitration	Goalball	Carding	Athlete	Julie Duranceau	83 days (January 15 to April 7, 2016)	Consent settlement	Layth Gafoor (Athlete) Thomas M. Lufes (NSO)
SDRCC 16-0287 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Janie Soublière	(2 days January 18 to January 20, 2016)	Appeal denied	Emir Crowne (Athlete)
SDRCC 16-0288 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Andrew D. McDougall	0 days (January 26, 2016)	Appeal denied	
SDRCC 16-0289 Ordinary Division Arbitration	Shooting	Selection	Athletes	Patrice M. Brunet	35 days (February 5 to March 11, 2016)	Appeal denied	Greg Bentz & Christopher Yunker (Athletes); Emir Crowne, Sara Hart & Colleen Verville (Affected Parties)
SDRCC 16-0290 Ordinary Division Arbitration	Wrestling	Eligibility	Athlete	Paule Gauthier	83 days (February 17 to May 10, 2016)	Appeal denied	Tim Danson (Athlete) Gary Boyd (NSO)
SDRCC 16-0291 Ordinary Division Arbitration	Figure Skating	Discipline	Coach	Janice D. Johnston	64 days (February 17 to April 21, 2016)	Appeal denied	Laura Robinson (Coach) Daphne Fedoruk (NSO)
SDRCC 16-0292 Ordinary Division Arbitration	Archery	Discipline	NSO	Allan J. Stitt	22 days (March 8 to March 30, 2016)	Appeal denied	Emir Crowne (Athlete) LeeAnn L. Cupidio & Steven Indig (NSO)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

# TRIBUNAL STATISTICS FOR 2015–2016

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2015 to March 31, 2016)

File Number Division Type of request	Sport	Member Asserted	Arbitrator	Length of Proceeding*	Solution	Legal Representative
SDRCC DT 15-0218 Doping Tribunal Arbitration	Wrestling	Athlete		27 days (April 29 to May 26, 2015)	Waiver	Emir Crowne (Athlete) David Lech, Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 15-0219 Doping Tribunal Arbitration	Broomball	Athlete		47 days (May 1 to June 17, 2015)	Deemed waiver	
SDRCC DT 15-0220 Doping Tribunal Arbitration	Football	Athlete		2 days (May 6 to May 8, 2015)	Waiver	
SDRCC DT 15-0221 Doping Tribunal Arbitration	Football	Athlete		2 days (May 6 to May 8, 2015)	Waiver	
SDRCC DT 15-0222 Doping Tribunal Arbitration	Football	Athlete		1 day (May 7 to May 8, 2015)	Waiver	
SDRCC DT 15-0223 Doping Tribunal Arbitration	Football	Athlete		1 day (May 7 to May 8, 2015)	Waiver	
SDRCC DT 15-0224 Doping Tribunal Arbitration	Football	Athlete		4 days (May 7 to May 11, 2015)	Waiver	
SDRCC DT 15-0225 Doping Tribunal Arbitration	Judo	Athlete	Michel G. Picher	221 days (May 15 to December 22, 2015)	Sanction: 4-Year Ineligibility	Travis Walker (Athlete) David Lech, Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 15-0226 Doping Tribunal Arbitration	Weightlifting	Athlete		32 days (May 14 to June 15, 2015)	Waiver	
SDRCC DT 15-0227 Doping Tribunal Arbitration	Weightlifting	Athlete		39 days (May 14 to June 22, 2015)	Waiver	Michaël-Tai Nguyen (Athlete) Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 15-0228 Doping Tribunal Arbitration	Cycling	Athlete		31 days (June 2 to July 3, 2015)	Waiver	
SDRCC DT 15-0229 Doping Tribunal Arbitration	Softball	Athlete	Jane H. Devlin	88 days (June 29 to September 25, 2015)	Sanction: 4-Year Ineligibility	Emir Crowne & Melissa Knox (Athlete); David Lech & Alexandre Maltas (CCES)
SDRCC DT 15-0230 Doping Tribunal Arbitration	Weightlifting	Athlete		31 days (June 26 to July 27, 2015)	Waiver	David Lech (CCES)
SDRCC DT 15-0231 Doping Tribunal Arbitration	Table Tennis	Athlete		3 days (July 10 to July 13, 2015)	Request withdrawn	Paul Greene (Athlete) David Lech (CCES)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.



## SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE DOPING APPEAL TRIBUNAL** (from April 1, 2015 to March 31, 2016)

File Number Division Type of request	Sport	Member Asserted	Arbitrator	Length of Proceeding*	Solution	Legal Representative
SDRCC DT 15-0232 Doping Tribunal Arbitration	Judo	Athlete	Patrice M. Brunet	214 days (July 9, 2015 to February 8, 2016)	Sanction: 2-Year Ineligibility	Antoine Michaud-Soret & Sebastian Pyzik (Athlete)
SDRCC DT 15-0233 Doping Tribunal Arbitration	Athletics	Athlete	Patrice M. Brunet	102 days (October 15, 2015 to January 25, 2016)	Sanction: 4-Year Ineligibility	Alexandre Maltas & Lindsay Williams (CCES)
SDRCC DT 15-0234 Doping Tribunal Arbitration	Athletics	Athlete		56 days (July 15 to September 9, 2015)	Waiver	Elliot Saccucci (Athlete) David Lech (CCES)
SDRCC DT 15-0235 Doping Tribunal Arbitration	Cycling	Athlete		74 days (July 23 to October 5, 2015)	Waiver	Sebastian Pyzik (Athlete) Yann Bernard & Annie Bourgeois (CCES)
SDRCC DT 15-0236 Doping Tribunal Arbitration	Athletics	Athlete	Ross C. Dumoulin	217 days (July 31, 2015 to March 4, 2016)	Sanction: 4-Year Ineligibility	Shane King & Michael Kwiatkowski (Athlete); Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 15-0237 Doping Tribunal Arbitration	Athletics	Athlete		36 days (November 4 to December 10, 2015)	Deemed Waiver	
SDRCC DT 15-0238 Doping Tribunal Arbitration	Football	Athlete		10 days (November 23 to December 3, 2015)	Waiver	
SDRCC DT 15-0239 Doping Tribunal Arbitration	Soccer	Athlete	Patrice M. Brunet	122 days (December 18, 2015 to April 18, 2016)	Sanction: 18-Month Ineligibility	James Bunting & Carlos Sayao (Athlete); Annie Bourgeois & David Lech (CCES)
SDRCC DT 15-0240 Doping Tribunal Arbitration	Wrestling	Athlete		18 days (January 21 to February 8, 2016)	Request withdrawn	Layth Gafoor (Athlete) David Lech (CCES)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.



# AUDITOR'S REPORT AND FINANCIAL STATEMENTS

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

### **FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED MARCH 31, 2016**

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## INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements of **Sport Dispute Resolution Centre of Canada**, which comprise the statement of financial position as at March 31, 2016, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility for the Financial Statements*

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

*Auditor's Responsibility*

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

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

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

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

*Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of **Sport Dispute Resolution Centre of Canada** as at March 31, 2016, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

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

Montréal, Québec  
July 18, 2016

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



**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2016**

	2016	2015
<b>ASSETS</b>		
<b>Current</b>		
Cash (Note 3)	\$ 56,276	\$ 138,404
Accounts receivable (Note 4)	182,299	56,410
Prepaid expenses	<u>2,918</u>	<u>10,476</u>
	241,493	205,290
<b>Capital assets (Note 5)</b>	<b>14,545</b>	<b>17,886</b>
<b>Long-term deposit</b>	<u><b>10,270</b></u>	<u>10,270</u>
	<u><b>\$ 266,308</b></u>	<u><b>\$ 233,446</b></u>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 133,017	\$ 154,471
Contribution payable, payable on demand and non-interest bearing (Note 7)	<u>46,128</u>	<u>6,760</u>
	<u><b>179,145</b></u>	<u>161,231</u>
<b>NET ASSETS</b>		
Invested in capital assets	14,544	17,885
Unrestricted	<u>72,619</u>	<u>54,330</u>
	<u><b>87,163</b></u>	<u>72,215</u>
	<u><b>\$ 266,308</b></u>	<u><b>\$ 233,446</b></u>

**APPROVED ON BEHALF OF THE BOARD:**

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

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

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED MARCH 31, 2016**

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2016</u>	<u>2015</u>
Balance, beginning of year	\$ 17,885	\$ 54,330	\$ 72,215	\$ 70,382
Excess (deficiency) of revenue over expenditures for the year	(4,819)	19,767	<b>14,948</b>	1,833
Investment in capital assets	<u>1,478</u>	<u>(1,478)</u>	<u>-</u>	<u>-</u>
<b>Balance, end of year</b>	<b><u>\$ 14,544</u></b>	<b><u>\$ 72,619</u></b>	<b><u>\$ 87,163</u></b>	<b><u>\$ 72,215</u></b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEAR ENDED MARCH 31, 2016**

	2016	2015
<b>Revenue (Note 7)</b>		
Contribution	\$ 1,140,000	\$ 999,393
Other revenue (Note 8)	31,371	6,517
Reimbursement of excess contribution (Note 7)	<u>(46,128)</u>	<u>(6,760)</u>
	<u>1,125,243</u>	<u>999,150</u>
<b>Expenditures</b>		
<b>General and administrative</b>		
Professional fees	44,501	59,411
Rent	50,243	49,917
Travelling expenses	22,731	13,933
Promotion and communications	3,905	10,228
Office expenses	9,826	13,909
Meeting	9,068	16,463
Insurance	9,487	9,392
Meals and entertainment	21,707	3,418
Telephone and telecommunications	4,112	6,193
Amortization	4,819	4,990
Interest and bank charges	1,264	443
Donations	200	200
	<u>181,863</u>	<u>188,497</u>
<b>Human resources</b>		
Salaries and benefits	411,604	383,060
Training	16,946	17,957
Professional fees	-	10,641
	<u>428,550</u>	<u>411,658</u>
<b>Official languages</b>		
Translation of decisions	48,856	23,935
Translation of documents	5,412	6,816
	<u>54,268</u>	<u>30,751</u>
<b>Operations</b>		
Case fees	336,328	241,438
Training of arbitrators and mediators	68,902	72,631
Education expenses	40,384	52,342
	<u>445,614</u>	<u>366,411</u>
	<u>1,110,295</u>	<u>997,317</u>
<b>Excess of revenue over expenditures for the year (Note 7)</b>	<u>\$ 14,948</u>	<u>\$ 1,833</u>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED MARCH 31, 2016**

	2016	2015
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditures for the year	\$ 14,948	\$ 1,833
Adjustment for		
Amortization of capital assets	4,819	4,990
Total adjustments	19,767	6,823
Net change in non-cash working capital items		
Increase in accounts receivable	(125,889)	(32,400)
Decrease (increase) in prepaid expenses	7,558	(8,221)
(Decrease) increase in accounts payable and accrued liabilities	(21,454)	32,065
Increase (decrease) in contribution payable	39,368	(38,394)
Cash used in operating activities	(80,650)	(40,127)
<b>Cash flows from investing activity</b>		
Purchase of capital assets	(1,478)	(6,080)
<b>Decrease in cash</b>	<b>(82,128)</b>	<b>(46,207)</b>
<b>Cash, beginning of year</b>	<b>138,404</b>	<b>184,611</b>
<b>Cash, end of year</b>	<b>\$ 56,276</b>	<b>\$ 138,404</b>

*See accompanying notes*



# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2016

---

#### 1. Nature of operations

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (S.C. 2003, c.2) on March 19, 2003 as a not-for-profit corporation without share capital and without pecuniary gain to its members.

SDRCC may be designated under the following names:

In French - Centre de Règlement des Différends Sportifs du Canada

In English - Sport Dispute Resolution Centre of Canada

#### Mission of SDRCC

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

#### 2. Significant accounting policies

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

##### (a) Measurement uncertainty

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

##### (b) Revenue recognition

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

##### (c) Capital assets

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

Office equipment	20%
Computer equipment	30%

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2016**

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

(d) **Financial instruments**

(i) **Measurement of financial instruments**

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

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

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

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

(ii) **Impairment**

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

**3. Restricted cash**

Included in cash are restricted funds of \$757 (2015 - \$96,297) pertaining to Sport Canada funding which must be utilized on eligible expenses incurred during the year. The remaining balance is unrestricted cash which relates to independent revenue earned by the organization to be utilized at their discretion.

**4. Accounts receivable**

	<u>2016</u>	<u>2015</u>
Contribution receivable from Sport Canada	\$ 140,000	\$ 30,319
Grant receivable from the City of Vancouver (Note 8)	4,000	-
Sales taxes receivable	30,084	25,841
Other receivables	<u>8,215</u>	<u>250</u>
	<u>\$ 182,299</u>	<u>\$ 56,410</u>

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2016**

5. **Capital assets**

	2016		2015	
	Cost	Accumulated amortization	Net	Net
Office equipment	\$ 48,956	\$ 42,805	\$ 6,151	\$ 7,689
Computer equipment	43,498	35,104	8,394	10,197
	\$ 92,454	\$ 77,909	\$ 14,545	\$ 17,886

6. **Accounts payable and accrued liabilities**

Included in accounts payable and accrued liabilities are approximately \$16,914 (2015 - \$16,416) of payroll deductions at source.

7. **Government contributions**

During the year, the organization was granted \$1,140,000 (2015 - \$999,393) in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2016, there is a net balance payable to Sport Canada of \$46,128 (2015 - \$6,760) which has been recorded in the financial statements.

The reimbursement of the excess contribution consists of the following:

	2016	2015
Excess of revenue over expenditures for the year	\$ 14,948	\$ 1,833
Reimbursement of excess contribution	46,128	6,760
Revenue before adjustment for contribution	61,076	8,593
Other revenue (net of expenses)	(18,289)	(743)
Amortization	4,819	4,990
Capital assets acquisition for the year	(1,478)	(6,080)
Reimbursement of excess contribution and contribution payable at year-end	\$ 46,128	\$ 6,760

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

# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2016

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#### 8. Government assistance

During the year, the organization collaborated with the Court of Arbitration for Sport (CAS) in the delivery of a public seminar in British Columbia. The event aimed to provide professional development to students, members and decision makers from the sport community and further the field of sport dispute resolution through the exchange of knowledge and expertise. In support of this event, the organization was granted \$4,000 in financial assistance from the City of Vancouver and has been included in other revenue. As at March 31, 2016, the amount is included in accounts receivable.

#### 9. Commitments

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

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

2017	\$	53,091
2018		<u>35,394</u>
	\$	<u><u>88,485</u></u>

#### 10. Financial instruments

##### Liquidity risk

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

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## Board of Directors

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

### MEMBERS OF THE BOARD DURING THE PERIOD:

#### Members since July 13, 2013

David de Vlieger (*Calgary, AB*) (Chairperson as of May 6, 2015)  
Jean R. Dupré (*Montréal, QC*)  
Marg McGregor (*Ottawa, ON*)  
Dasha Peregoudova (*Toronto, ON*)  
Anthony Wright (*Vancouver, BC*)

#### Mandates ending in May 2015:

Allan J. Sattin (*Calgary, AB*)  
Luc Arseneau (*Dieppe, NB*)  
Miray Cheskes Granovsky (*Toronto, ON*)  
Michael A. Smith (*Ottawa, ON*)

#### Mandate ending in November 2015:

Frank Fowlie (*Geneva, Switzerland*)  
John F. Reid (*Ottawa, ON*)  
Judith A. Tutty (*Mississauga, ON*)

#### Mandates beginning May 6, 2015:

Michael J. Bruni (*Calgary, AB*)  
Shu-Tai Cheng (*Ottawa, ON*)  
Andréanne Morin (*Montréal, QC*)  
William L. Ryan (*Halifax, NS*)

#### Mandates beginning December 1, 2015:

David J. Bilinsky (*Vancouver, BC*)  
Susan Kitchen (*Toronto, ON*)  
The Honourable Graeme Mew (*Kingston, ON*)

Marie-Claude Asselin, Chief Executive Officer, is also an ex officio Board member.

In addition to the Executive Committee provided for in its by-laws, the Board has established the following committees to oversee the Centre's business:

ADR Services  
Audit and Finance  
Complaints  
Communication and Technology  
Human Resources  
International  
Ad hoc - Ombuds Program

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



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## Staff

The Centre has five full-time permanent staff members including the Chief Executive Officer, Marie-Claude Asselin:

**Liane Mendelsohn**, Administrative Assistant  
**Tanya Gates**, Operations Manager  
**Cynthia Colas Livernois**, Education and Communication Coordinator  
**Christina Beauchamp**, Case Manager

The Centre also wishes to acknowledge **Catherine Lambert** and **Catherine Pitre** who successively acted as Case Managers during most of the Period for a maternity and parental leave replacement.

### **Bookkeeper:**

Danielle Comeau (consultant) was contracted as bookkeeper for the Period.

### **Auditor:**

The firm Collins Barrow, Chartered Accountants, was appointed by the Board of Directors as the independent auditor for the 2015–2016 Period.

## Arbitrators and Mediators as of March 31, 2016

Arbitrators and Mediators appointed until December 31, 2017:

### **Arbitrators**

The Honourable Robert P. Armstrong (*Ontario*)  
Larry Banack (*Ontario*)  
David Bennett (*Ontario*)  
Patrice M. Brunet (*Quebec*)  
Robert Décary (*Quebec*)  
Jane H. Devlin (*Ontario*)  
Stephen L. Drymer (*Quebec*)  
Ross C. Dumoulin (*Ontario*)  
The Honourable Hugh L. Fraser (*Ontario*) (since February 2016)  
L. Yves Fortier (*Quebec*)  
The Honourable Paule Gauthier (*Quebec*)  
Roger Gunn (*Alberta*)  
James W. Hedley (*Manitoba*)  
Janice Johnston (*Ontario*)  
Andrew D. McDougall (*Ontario*)  
Richard H. McLaren (*Ontario*)  
James Oakley (*Newfoundland*)  
Jeffrey Palamar (*Manitoba*)  
Gordon E. Peterson (*Ontario*)  
Michel G. Picher (*Ontario*)  
Richard W. Pound (*Quebec*)  
Carol L. Roberts (*British Columbia*)  
Tricia C.M. Smith (*British Columbia*)  
Janie Soublière (*Quebec*)  
Allan Stitt (*Ontario*)  
John Harrison Welbourn (*Alberta*)

### **Mediators**

Greg Ambrozic (*Ontario*)  
Roger Beaudry (*Ontario*)  
David Bennett (*Ontario*)  
Thierry Bériault (*Quebec*)  
Dominique F. Bourcheix (*Quebec*)  
Rick Brooks (*Ontario*)  
John Curtis (*Ontario*)  
Jane H. Devlin (*Ontario*)  
Stephen L. Drymer (*Quebec*)  
Julie Duranceau (*Quebec*)  
Steven C. Gaon (*Ontario*)  
The Honourable Paule Gauthier (*Quebec*)  
Paul Denis Godin (*Ontario*)  
Roger Gunn (*Alberta*)  
Ian Johnson (*Ontario*)  
Janice Johnston (*Ontario*)  
Kathleen J. Kelly (*Ontario*)  
Ian R. MacDonald (*Alberta*)  
Peter J. Mackeigan (*Nova Scotia*)  
James Oakley (*Newfoundland*)  
Louise Pelletier (*Manitoba*) (since February 2016)  
Gordon E. Peterson (*Ontario*)  
Michel G. Picher (*Ontario*)  
Carol L. Roberts (*British Columbia*)  
John P. Sanderson (*British Columbia*)  
Anne Sone (*Ontario*)  
Allan Stitt (*Ontario*)  
George W. Taylor (*Ontario*)  
Cayley Jane Thomas (*Northwest Territories*)

# 2016-2020

# STRATEGIC PLAN

Adopted by the Board of Directors on March 31, 2016



## Vision Statement

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

## Mission Statement

The Centre provides global leadership in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada.

PILLAR

**1**

**Providing Sport Dispute Resolution Services to the Canadian Sport Community**

**2**

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

**3**

**Establishing an Ombudsperson Service for the Canadian Sport Community**

**4**

**Pursuing Organizational Excellence**

GOAL

All sport disputes brought to the Centre are handled in a fair, transparent, timely and cost-effective manner.

Stakeholders have the resources and tools to effectively prevent and resolve sport disputes.

An impartial and independent ombudsperson service exists in the Canadian sport community.

The Centre is a sustainable, accountable, and responsible model of best practices.

STRATEGIES

- A. Ensuring that the roster of arbitrators and mediators delivers professional services in accordance with the Centre's mission;
- B. Optimising case management services;
- C. Ensuring procedural rules are current and compliant; and
- D. Expanding the Centre's fee-for-service activities allowing access to a broader stakeholder group.

- A. Improving the Canadian sport community's access to sport dispute resources; and
- B. Increasing stakeholder engagement and interaction.

- A. Engaging in a consultative process to clarify needs and expectations of the sport community; and
- B. Assessing the Centre's capacity, potential role and scope of service.

- A. Optimising the Centre's systems, processes and human capital;
- B. Maintaining and diversifying sources of revenue; and
- C. Exploring international collaboration opportunities.



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

**Sport Dispute Resolution Centre of Canada**

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Montréal (Québec) H2Z 1S8

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F: 514-866-1246

**Toll Free Numbers**

T: 1-866-733-7767  
F: 1-877-733-1246

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