

**2017
2018**

**SPORT DISPUTE
RESOLUTION CENTRE
OF CANADA**

**REPORT ON
THE OPERATIONS
OF THE SDRCC**

FROM THE
CHAIRPERSON
OF THE SDRCC
DAVID DE VLIAGER
JULY 31, 2018





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NOTICE:

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



About the 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 Science and Sport.

This report reviews the operations and assesses the results of the activities of the Centre for the period from April 1, 2017 to March 31, 2018 (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 disputes 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 six full-time permanent staff members. On average, the Centre handles more than 45 cases per year, of which almost 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 and Chief Executive Officer

It is with a great sense of pride that we submit our report on activities for the 2017–2018 fiscal year. Our commitment to providing the Canadian sport community with world-class dispute resolution services and easily accessible dispute prevention resources is exemplified by the achievements highlighted herein.

It has been another eventful year for the Centre – and one which has seen us continue to advance fairness and integrity in Canadian sport. This has been accomplished through continued emphasis upon our existing two functional pillars – the Resource Centre and the Secretariat – while we also look to the future by working towards implementing an ombuds or similar program for Canadian sport. This report will provide testament to the efforts made to ensure we continue to provide first-rate educational materials through our online presence while also working with stakeholders literally from one end of the country to the other. Similarly, the Secretariat saw an above average number of disputes during the period, but a significant number were resolved before arbitration. Also of note, five cases related to the selection of Canadian athletes for the PyeongChang 2018 Olympic Winter Games were resolved within five days or less, and five doping appeals were filed during the period to bring the Centre’s all time total doping appeals to eleven.

The Centre is committed to exploring ways in which it can provide additional support to the sport community – one of these is through advancement of our proposal for an ombuds program for Canadian sport. We feel that the time is ripe to launch a service to fulfill a gap which has been identified in the system. In this era of #MeToo, it is all too obvious that more can be done to ensure that the Canadian sport community is a safe place for all. While we continue to believe in the viability of an ombuds program, we are also exploring and open to participating in other ways to improve the Canadian sport system. The Centre continues to strive to do all it can to be part of the solution.

In this era of funding scarcity, we take pride in the Centre’s continued ability to provide and expand its services and reach without appreciably increasing the budget. While the caseload has risen over the years, this rise has been very measured and we believe reflects our increasingly litigious society and the maturation of national-level sport from a past-time to a vocation. We firmly believe that our education initiatives have limited the rise in caseload, while we can be confident that our resolution facilitation process assists in ensuring that many cases settle short of a contested arbitration.

The success of the Centre is a reflection of the hard work and dedication of our staff and volunteers, the professionalism and expertise of our roster members and the continued support received from the Government of Canada. We hope that our commitment to preventing and resolving sports-related disputes in a cost effective and timely manner will continue to help members of the sport community attain their goals.

David de Vlieger
Chairperson of the Board of Directors

Marie-Claude Asselin
Chief Executive Officer



Highlights from 2017–2018

Achieving Our Objectives:

PILLAR 1

PROVIDING SPORT DISPUTE RESOLUTION SERVICES TO THE CANADIAN SPORT COMMUNITY

1.1 Complete the renewal of the roster of arbitrators and mediators, deliver comprehensive orientation and training and review the remuneration scheme

The Centre completed its roster renewal process to bring the total number of arbitrators and mediators to 50. Nineteen new roster members participated in a comprehensive orientation session which was held in conjunction with the annual Mediator and Arbitrator Conference in Quebec City. Before being added to the rotating list of arbitrators and mediators, the new roster members were also required to participate in peer observations to familiarize themselves with the conduct of the Centre's proceedings.

Following extensive research into remuneration practices in other alternative dispute resolution programs, a new roster remuneration scheme was implemented to facilitate the billing process, ensure more effective cost controls, and increase accuracy in budgetary planning for tribunal operations.

The ADR Services Committee led the development of roster selection guidelines, which were presented to the Board and are expected to be finalized early in the new fiscal year. The document is intended to assist future roster selection committees, increase consistency in the application of the selection criteria, and provide more transparency to applicants.

1.2 Offer on-site dispute resolution services at the 2017 Canada Summer Games

Pursuant a tripartite agreement with the Canada Games Council and the Host Society of the 2017 Summer Canada Games in Winnipeg, the Centre was in attendance at the Games with its kiosk to distribute educational material to athletes, coaches, administrators, officials and volunteers.

The Centre also provided resolution services for two Games-related disputes, both of which were resolved by mediated settlements without the need for a formal arbitration process.

1.3 Implement upgrades to the Centre's Case Management Portal to enhance user functionality

An automated online invoicing and payment module was integrated into the Centre's Case Management Portal (CMP) to improve efficiency and offer a more user-friendly and safer method of payment to the clients of the tribunal. In the process of translating to French the administrative interface, used by the Centre's case managers, the developer recoded the CMP to enable multilingual capabilities. This means that the CMP can now be more easily converted into languages other than French or English if the need arises as the CMP licensing program expands. Also, the login procedure was strengthened by the addition of security questions and requiring users to adopt a stronger password combination.

1.4 Evaluate tribunal services survey data and formulate recommendations for improvements

Since the introduction of a formal tribunal evaluation process in 2016, all parties to SDRCC proceedings receive an invitation to provide feedback on the Centre's dispute resolution services. During the 2017–2018 fiscal year, a response rate of 40% allowed the collection of feedback and data which will enable the Centre to implement improvements as deemed necessary. Notably, the data collected showed that:

- i) While the majority of respondents learned of the Centre from their sport organization, a significant number of them became aware of the Centre's existence from being named in a proceeding;
- ii) Respondents generally agreed that the Centre's services were efficient, professional, fair, cost effective, and timely, but most disagreed that its process was uncomplicated;
- iii) The Forms/Resources tab of the Case Management Portal, the Centre's website, the jurisprudence database and the Annotated code were rated favorably by survey respondents on their usefulness;



- iv) Less than 20% reported having used the Centre's Pro Bono program, and
- v) Nearly 90% of respondents were likely to recommend the Centre's services to a friend, colleague or teammate.

To address gaps identified in the survey results, the Centre is already in the process of developing new tools and resources to help parties navigate proceedings and will investigate ways to more efficiently inform parties about its services, including the *Pro Bono* program.

PILLAR 2

STRENGTHENING THE CAPACITY OF
THE CANADIAN SPORT COMMUNITY
TO PREVENT AND RESOLVE DISPUTES

2.1 Expand outreach activities to more provincial and territorial sport conferences and events

The Centre was very active on the provincial and territorial scene during the Period, using its kiosk to distribute dispute prevention resources at several events including the Quebec Coaches Summit and the Ontario Coaches Conference. Workshops were also conducted at events hosted by local, provincial and territorial sport organizations in Alberta, the Northwest Territories, Yukon, British Columbia and Quebec.

In total, the Centre's reach across Canada extended from Yukon to Nova Scotia, covering six (6) provinces and two (2) territories. The Centre attended 23 partner events or conferences, facilitated 33 workshops, displayed its kiosk at nine (9) events and mailed packages of education materials to nine (9) sport organization executives. Outreach initiatives involved ten (10) multisport service organizations, three (3) national sport organizations, eight (8) provincial, territorial, or community organizations, one (1) multisport games, one (1) alternative dispute resolution organization and nine (9) groups of students at academic institutions.

The Centre has dedicated several months to prepare for the upcoming launch of the Sport Law Connect Program (SLCP) in the fall of 2018. The SLCP will bring law students to provide dispute resolution assistance to provincial sport organizations. A collaboration agreement was signed with viaSport BC, and three universities have accepted to participate in the first pilot to be held in British Columbia, alongside the ADR Institute of BC for the delivery of specialized services. In setting the stage for the program, the Centre's staff developed relevant guidelines and policies, held meetings with sport law professors and delivered information sessions to interested law students. In Quebec, an agreement in principle has also been reached by the Centre, SportsQuébec and the Université de Sherbrooke to implement a modified version of the SLCP in that province. Formal evaluations will be conducted to determine if an expansion to other provinces or territories is viable.

2.2 Further develop tools to help parties better understand the SDRCC process in ordinary and doping proceedings

The Centre created a *Guide to SDRCC Proceedings* in the form of an online collection of resources to assist parties, particularly those without representation navigate proceedings. The series of publications follow the chronological order of typical proceedings, providing specific information to parties at every stage of the case management process. Also, sport administrators now have access to a publication entitled *A Sport Administrator's Guide to Anti-Doping Rule Violation Assertions*, which was developed by the Centre as a reference tool so that they are better prepared and know what is expected of them when one of their members faces an anti-doping violation assertion.

2.3 Promote the use of resolution facilitation services in NSO and MSO internal appeal process

Early Resolution Facilitation was introduced to encourage resolution of disputes before the internal appeal process is conducted, thereby reducing time, efforts and costs to sport organizations and the individuals who file appeals. An information brochure on the service was created and



introduced at the AthletesCAN Forum, NSO joint caucus and the Sport Leadership Conference. Some MSOs and NSOs are already taking advantage of this service and a few have formally added it to their internal appeal policies. A successful resolution was achieved in 33% of the Early Resolution Facilitation requests received by the Centre during the period.

2.4 Increase the use of webinars to deliver dispute prevention workshops

The Centre increasingly uses webinars to deliver its educational messages. During the Period, six (6) sessions were delivered through virtual means, whether dispute prevention workshops for the benefit of national or provincial organizations or presentations at academic institutions to inform law or sport management students about the Centre's programs and services. This format provides the Centre with a way to expand the reach of its educational messages in a cost and time-effective manner.

PILLAR 3

ESTABLISHING AN OMBUDSPERSON SERVICE FOR THE CANADIAN SPORT COMMUNITY

3.1 Continue to work with Sport Canada in its review and assessment of the report submitted by the ad hoc committee in 2017

The Centre, through successive leadership changes in Sport Canada and in the office of the Minister of Sport and Persons with Disabilities, ensured that the ombuds proposal remained on the table and engaged in active discussions regarding the possibility of obtaining financial support for the initiative. Although the concept was generally well received, no federal funding commitment was obtained during the Period.

3.2 Collaborate with Sport Canada and/or other stakeholders to secure funding for the program and to develop a feasible implementation plan

The Centre proactively promoted the ombuds proposal and its potential benefits to NSOs and MSOs. Formal proposals were presented to the boards of directors of the Canadian Olympic Committee and the Canadian Paralympic Committee, and informal discussions were held with other MSOs such as the Canadian Centre for Ethics in Sport and the Coaching Association of Canada. Discussions were also initiated with some NSOs individually and through the NSO caucus chairpersons.

After the ad hoc committee that issued the recommendations was formally dissolved in May 2017, a sub-committee was formed to lead a risk assessment exercise. Board members identified immediate and long-term risks for the Centre, in the eventual implementation of an ombuds program. If support for the program is confirmed, the Centre will act to implement appropriate control measures and risk mitigation strategies.

PILLAR 4

PURSUING ORGANIZATIONAL EXCELLENCE

4.1 Finalize and implement the new performance management system for the Centre's staff

The Executive Committee was mandated to take over the review of the staff performance management framework. Informed by what was done in other Canadian sport organizations, it was deemed that the Centre's existing system adequately served its purpose and no further update was needed. However, as a result of a Board recommendation, the employee performance review cycle will be shifted to better correspond with key planning phases of the Centre.



4.2 Ensure that the Centre's policies are reviewed on an established cycle and updated as required

The Board of Directors formally adopted a new policy review matrix to ensure a systematic and cyclical review of the Centre's policies. An implementation plan was developed for the Protection of Privacy Policy adopted by the Board at the end of the previous Period. The Centre's roster members were educated on the implications of such policy in their work with the Centre, through a session at the 2017 Mediator and Arbitrator Conference as well as through the addition of privacy guidelines to their roster tool kit. The Financial Administration Policy was also reviewed and updated to provide greater flexibility for payments by credit card to reduce bank fees and accounting costs. As the Centre strives to become a paperless organization, several boxes of paper archives were recovered from an offsite storage facility and digitalized. The Centre's disaster recovery plan was also updated and reviewed with all staff, and annual simulation and testing exercises were conducted during the Period.

4.3 Secure office space that is sufficient to accommodate the Centre's recent expansion

With its lease expiring during the Period and the recent addition of a permanent position, the Centre conducted thorough research into more spacious commercial properties in Montreal. Shortly after space adjacent to the Centre's office was vacated, a one-year renewal agreement was reached with the landlord to allow proper negotiation of a possible office space expansion. The terms of the new 5-year lease were reached in March 2018, with renovations expected to be complete by the end of July 2018. In addition to avoiding the expense and disruption to operations of an office move, the new lease will allow the Centre to acquire more space to accommodate its growth as well as to offer a secondary meeting room for the conduct of in-person proceedings.

4.4 Launch a pilot program for the licensing of the Case Management Portal by third parties

The Centre's Case Management Portal was successfully cloned in November 2017 to become the portal of the Mediation Clinic of the Université de Montréal. As part of the first CMP licensing agreement, the Centre's staff also provided training and technical support to the licensee's director and student case managers. Early feedback on the program has been positive and the Centre will conduct a more thorough evaluation at the end of the pilot's first year.

4.5 Create new marketing tools to promote the Centre's fee-for-service activities

Service agreements were signed with three (3) NSOs to provide independent, professional case management services for their disciplinary and/or internal appeal processes on a fee-for-service basis. The Canadian sport CMP platform, a generic version of the Centre's Case Management Portal, was developed to enable parties to those internal NSO proceedings to fully benefit from the portal's functionalities for secure management of case-related documents and information.

Two Canadian sport organizations not funded by the Government of Canada have adopted the Canadian Anti-Doping Program (CADP) and hired the Canadian Centre of Ethics in Sport (CCES) to manage their doping control operations. When a doping violation is asserted by the CCES against one of their members, the SDRCC, as the designated Doping Tribunal in the CADP, provides fee-for-service case management and doping hearing services to those organizations. This generated twelve (12) cases in the Period, however all of them were resolved without the need for an arbitration hearing.



4.6 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 2016-2017 Annual Report was delivered to the Minister of Sport and Persons with Disabilities in July 2017 and its Annual Public Meeting was held at the House of Sport in Ottawa, Ontario, on September 19, 2017.

The *Regroupement Loisir et Sport du Québec (RLSQ)*, a not-for-profit organization primarily servicing sport organizations 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 18, 2018. The Auditor's Report was approved by the Board on July 23, 2018. The Auditor's Report, presented on page 16 of this report, states that the policies of the Centre are in accordance with Canadian accounting standards for not-for-profit organizations and that the Centre is economically dependent on government funding for its financial operations.

Sport Canada's contribution to the Centre for the Period was **\$1,100,000**. The approved financial statements show that related expenses amounted to a total of **\$1,092,971** broken down as follows:

- **\$171,915** for administration, including general administration, communication and office which exceptionally includes an expense of \$75,018 for lease improvements related to the expansion of the Centre's office space;
- **\$49,872** for governance and compliance;
- **\$40,858** for official languages requirements, including the cost of translation for the Centre's documents and rulings;

- **\$369,939** for operations and programming, including the administration of cases, training for mediators and arbitrators, education and outreach; and
- **\$460,987** for human resources, including professional development as well as salaries and benefits for the Centre's staff.

An excess of revenues over expenses of \$7,029 for the Period will therefore be returned to Sport Canada.

The Centre generated \$11,993 in independent revenues for the Period.

As required by Section 32 of the Act, the Corporate Plan for the 2018–2019 fiscal year was delivered to the Minister of Science and Minister of Sport and Persons with Disabilities on February 28, 2018. The plan indicated that the Centre's strategic priorities would include: (i) continuing to provide professional, cost-effective and timely dispute resolution services; (ii) fostering strategic relationships to enhance interaction and increase awareness of its dispute prevention initiatives; (iii) continuing to seek collaboration opportunities to assist members of the Canadian sport community in the 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 \$1,100,000. The projected expenditures included: \$110,000 for administration, \$45,000 for governance, \$39,000 for official languages, \$392,000 for operations, and \$514,000 for human resources.

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



Dispute Resolution Secretariat Activities in 2017–2018

Sixty-seven (67) new cases were filed during the Period, originating from 30 different sports.

The Ordinary Tribunal was seized with 33 new requests, including one fee-for-service case, dealing with issues such as team selection, athlete carding, eligibility, discipline, and membership matters.

Of the cases, five (5) were urgent and related to the selection of Canadian athletes for the PyeongChang 2018 Olympic Winter Games, four (4) involved matters relating to Canada’s participation at the Gold Coast 2018 Commonwealth Games, and two (2) were associated with the 2017 Canada Summer Games.

Eleven (11) cases were settled by consent agreement of the parties; 16 cases were resolved by arbitration; and two (2) requests were withdrawn. The average time for an arbitral award to be rendered was 38 days from the request being filed; the average duration of cases resolved by settlement agreement was 29 days. In addition, six (6) Early Resolution Facilitation requests were received during the period, two (2) of which were settled.

In the Doping Tribunal, 29 new doping violation assertions were filed, including 12 on a fee-for-service basis. Only three (3) cases were determined by an arbitral decision

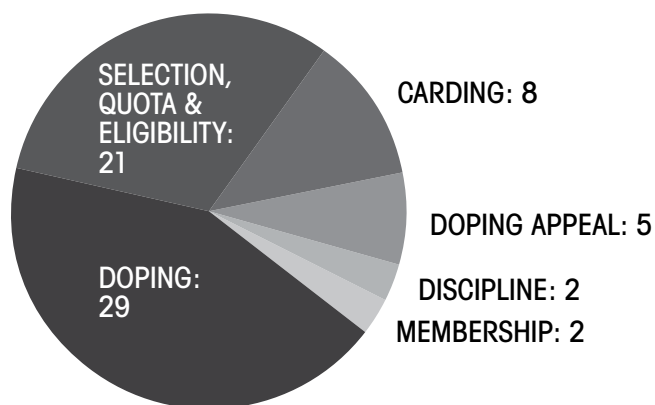
while 25 athletes waived their right to a hearing or were deemed by the Canadian Centre for Ethics in Sport (CCES) to have waived such right. The average time for resolution of doping cases was 44 days with the exception of one matter which remains in progress.

The Doping Appeal Tribunal received five (5) requests, of which four (4) were withdrawn, and one was deemed by arbitral award to lack jurisdiction.

All sports-related disputes submitted during the Period were managed fairly and efficiently in accordance with the highest standards of arbitration and mediation practice. 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 were contacted by athletes, coaches, sport organizations and parents at least 45 times and assisted in at least 16 cases. Thanks to this service, members of the sport community saved an estimated \$300,000 in legal fees during the Period.

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
Powerlifting	12
Football	9
Bobsleigh	4
Cycling	4
Triathlon	4
Athletics	3
Boxing	3
Cross Country Ski	2
Snowboard	2
Soccer	2
Speed Skating	2
Taekwondo	2

Sports from which only one dispute was submitted were: Archery, Badminton, Broomball, Canoe-Kayak, Cricket, Fencing, Figure Skating, Freestyle Ski, Gymnastics, Judo, Karate, Ringette, Sailing, Swimming, Table Tennis, Tennis, Water Polo, and Weightlifting.

Tribunal Statistics 2017–2018

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representative
SDRCC 17-0318 Ordinary Division Arbitration	Cricket	Governance	PSO	Richard H. McLaren	220 days (December 31, 2016 to August 8, 2017)	Appeal denied	Sharan Sodhi (NSO)
SDRCC 17-0323 Ordinary Division Arbitration	Ringette	Selection	Athlete	Janie Soublière	1 day (May 16 to May 17, 2017)	Appeal denied	
SDRCC 17-0324 Ordinary Division Arbitration	Swimming	Selection	Coach	David Bennett	27 days (May 26 to June 22, 2017)	Appeal allowed	Jordan Goldblatt & Jeff Hernaez (Coach) Benoit Girardin (NSO) Patrick Goudreau & Véronique Leroux (Affected Party)
SDRCC 17-0325 Ordinary Division Med/Arb	Speed Skating	Selection	Athlete		11 days (May 27 to June 7, 2017)	Request withdrawn	Emir Crowne (Athlete)
SDRCC 17-0326 Ordinary Division Arbitration	Taekwondo	Carding	Athlete	Julie Duranceau	69 days (June 3 to August 11, 2017)	Consent/ settlement	Michael-Tai Nguyen (Athlete)
SDRCC 17-0327 Ordinary Division Arbitration	Fencing	Selection	Athlete	Janie Soublière	2 days (June 4 to June 6, 2017)	Appeal denied	
SDRCC 17-0328 Ordinary Division Arbitration	Cross Country Ski	Carding	Athlete	Patrice M. Brunet	21 days (June 8 to June 29, 2017)	Appeal denied	
SDRCC 17-0329 Ordinary Division Resolution Facilitation	Canoe-Kayak	Eligibility	PSO& MSO	Kathleen J. Kelly	6 days (July 5 to July 11, 2017)	Consent/ settlement	
SDRCC 17-0330 Ordinary Division Arbitration	Football	Discipline	PSO	Patrice M. Brunet	1 day (July 10 to July 11, 2017)	Appeal allowed	
SDRCC 17-0331 Ordinary Division Arbitration	Sailing	Carding	Athlete	John H. Welbourn	109 days (July 19 to November 5, 2017)	Appeal denied	Layth Gafoor (Athlete)
SDRCC 17-0332 Ordinary Division Arbitration	Tennis	Eligibility	Athlete	Richard W. Pound	67 days (July 28 to October 3, 2017)	Appeal denied	Layth Gafoor (Athlete) David Outerbridge (NSO)
SDRCC 17-0333 Ordinary Division Arbitration	Soccer	Membership	Club	Charmaine Panko	98 days (July 24 to October 30, 2017)	Appeal allowed	Jim Kroczyński (Club) Mark Mulatzi (PSO)
SDRCC 17-0334 Ordinary Division Mediation	Athletics	Discipline	Athlete	Thomas G. Heintzman	37 days (August 25 to October 1, 2017)	Consent/ settlement	Emir Crowne (Athlete)

* 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, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representative
SDRCC 17-0335 Ordinary Division Arbitration	Boxing	Carding	Athlete	David Bennett	62 days (September 5 to November 6, 2017)	Consent/ settlement	Ryan Atkinson & Katherine Lee (Athlete) Ryan Savage (NSO)
SDRCC 17-0336 Ordinary Division Med/Arb	Badminton	Quota	NSO	L. Yves Fortier	47 days (October 13 to November 29, 2017)	Consent/ settlement	Michaël Bardagi (NSO)
SDRCC 17-0337 Ordinary Division Med/Arb	Taekwondo	Selection	Athlete	Roger Gunn	15 days (November 6 to November 21, 2017)	Consent/ settlement	
SDRCC 17-0338 Ordinary Division Resolution Facilitation	Triathlon	Selection	Athlete & NSO	Charmaine Panko	4 days (November 18 to November 22, 2017)	No settlement	
SDRCC 17-0339 Ordinary Division Resolution Facilitation	Archery	Membership	PSO & NSO	Patrick Zakaria	46 days (November 24, 2017 to January 9, 2018)	Consent/ settlement	Benoit Girardin (PSO)
SDRCC 17-0340 Ordinary Division Resolution Facilitation	Figure Skating	Selection	Athlete, Coach & NSO	Sarah Daitch	17 days (November 27 to December 14, 2017)	Consent/ settlement	
SDRCC 17-0341 Ordinary Division Arbitration	Water Polo	Carding	Athlete	Matthew R. Wilson	57 days (December 20, 2017 to February 15, 2018)	Appeal denied	Emir Crowne & Amanda Fowler (Athlete) Benoit Girardin (NSO)
SDRCC 17-0342 Ordinary Division Med/Arb	Boxing	Selection	Athlete	L. Yves Fortier	55 days (December 21, 2017 to February 14, 2018)	Consent/ settlement	Michael-Tai Nguyen (Athlete) Ryan Savage (NSO)
SDRCC 18-0343 Ordinary Division Med/Arb	Cricket	Selection	Athlete	Gordon E. Peterson	13 days (January 5 to January 18, 2018)	Consent/ settlement	Murad Ali Khan (Athlete)
SDRCC 18-0344 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	David Bennett	5 days (January 16 to January 21, 2018)	Appeal allowed	Emir Crowne & Amanda Fowler (Athlete) Steven Indig (NSO) Michaël Bardagi (Affected Party)
SDRCC 18-0345 Ordinary Division Med/Arb	Boxing	Selection	Athlete	L. Yves Fortier	44 days (January 17 to March 2, 2018)	Consent/ settlement	Ryan Atkinson & Katherine Lee (Athlete) Ryan Savage (NSO)
SDRCC 18-0346 Ordinary Division Resolution Facilitation	Triathlon	Carding	Athlete & NSO	Louise Pelletier	9 days (January 19 to January 28, 2018)	No settlement	
SDRCC 18-0347 Ordinary Division Resolution Facilitation	Bobsleigh	Selection	Athlete & NSO	Carol L. Roberts	0 days (January 20, 2018)	No settlement	Rebecca Robb (Athlete)

* 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, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representative
SDRCC 18-0348 Ordinary Division Arbitration	Bobsleigh	Selection	Athlete	Matthew R. Wilson	4 days (January 22 to January 26, 2018)	Appeal denied	Rebecca Robb & Julia Roos (Athlete)
SDRCC 18-0349 Ordinary Division Arbitration	Cross Country Ski	Selection	Athlete	Patrice M. Brunet	1 day (January 24 to January 25, 2018)	Appeal Denied	Leon Pigott (Athlete)
SDRCC 18-0350 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Patrice M. Brunet	2 days (January 25 to January 27, 2018)	Appeal denied	Layth Gafoor (Athlete) Brandon Mattalo (Affected Party)
SDRCC 18-0351 Ordinary Division Resolution Facilitation	Triathlon	Carding	Athlete & NSO	Louise Pelletier	23 days (January 30 to February 22, 2018)	No settlement	
SDRCC 18-0352 Ordinary Division Arbitration	Karate	Selection	Athlete	David Bennett	10 days (February 22 to March 4, 2018)	Appeal denied	Emir Crowne & Amanda Fowler (Athlete) Jordan Goldblatt (NSO)
SDRCC 18-0353 Ordinary Division Arbitration	Triathlon	Carding	Athlete	Richard W. Pound	23 days (March 6 to March 29, 2018)	Appeal denied	Steven Indig & Adam Klevinas (NSO)
SDRCC 18-0354 Ordinary Division Med/Arb	Gymnastics	Selection	Athlete	Carol L. Roberts	9 days (March 6 to March 15, 2018)	Request withdrawn	
SDRCC 18-0355 Ordinary Division Arbitration	Table Tennis	Selection	Athlete	Patrice M. Brunet	23 days (March 26 to April 18, 2018)	Appeal allowed	Elliot P. Saccucci (Athlete)

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

Tribunal Statistics 2017–2018

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representative
SDRCC DT 17-0260 Doping Tribunal Arbitration	Powerlifting	Athlete		33 days (April 19 to May 22, 2017)	Waiver	David Lech (CCES)
SDRCC DT 17-0261 Doping Tribunal Arbitration	Powerlifting	Athlete		72 days (May 9 to July 20, 2017)	Deemed waiver	Emir Crowne (Athlete)
SDRCC DT 17-0262 Doping Tribunal Arbitration	Freestyle ski	Athlete		41 days (April 19 to May 30, 2017)	Deemed waiver	
SDRCC DT 17-0263 Doping Tribunal Arbitration	Judo	Athlete		40 days (April 20 to May 30, 2017)	Deemed waiver	
SDRCC DT 17-0264 Doping Tribunal Arbitration	Powerlifting	Athlete		19 days (April 20 to May 9, 2017)	Waiver	David Lech (CCES)
SDRCC DT 17-0265 Doping Tribunal Arbitration	Powerlifting	Athlete		36 days (April 20 to May 26, 2017)	Deemed waiver	
SDRCC DT 17-0266 Doping Tribunal Arbitration	Football	Athlete	Ross C. Dumoulin	123 days (May 24 to September 24, 2017)	Sanction: 4-Year Ineligibility	Sharon Fox & Kevin Mellor (Athlete), Alexandre Maltas & Meredith MacGregor (CCES)
SDRCC DT 17-0267 Doping Tribunal Arbitration	Powerlifting	Athlete		38 days (May 8 to June 15, 2017)	Waiver	David Lech (CCES)
SDRCC DT 17-0268 Doping Tribunal Arbitration	Snowboard	Athlete		3 days (May 17 to May 20, 2017)	Waiver	
SDRCC DT 17-0269 Doping Tribunal Arbitration	Broomball	Athlete		2 days (May 23 to May 25, 2017)	Waiver	
SDRCC DT 17-0270 Doping Tribunal Arbitration	Powerlifting	Athlete		15 days (July 12 to July 27, 2017)	Waiver	
SDRCC DT 17-0271 Doping Tribunal Arbitration	Powerlifting	Athlete		50 days (August 29 to October 18, 2017)	Deemed waiver	
SDRCC DT 17-0272 Doping Tribunal Arbitration	Powerlifting	Athlete		16 days (October 4 to October 20, 2017)	Waiver	Emir Crowne (Athlete)

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representative
SDRCC DT 17-0273 Doping Tribunal Arbitration	Powerlifting	Athlete		7 days (September 6 to September 13, 2017)	Waiver	
SDRCC DT 17-0274 Doping Tribunal Arbitration	Athletics	Athlete		11 days (September 8 to September 19, 2017)	Waiver	
SDRCC DT 17-0275 Doping Tribunal Arbitration	Weightlifting	Athlete		12 days (September 8 to September 20, 2017)	Waiver	Michael-Tai Nguyen (Athlete)
SDRCC DT 17-0276 Doping Tribunal Arbitration	Football	Athlete		46 days (October 13 to November 28, 2017)	Deemed waiver	David Lech (CCES)
SDRCC DT 17-0277 Doping Tribunal Arbitration	Powerlifting	Athlete		34 days (October 19 to November 22, 2017)	Waiver	Michael-Tai Nguyen (Athlete) David Lech (CCES)
SDRCC DT 17-0278 Doping Tribunal Arbitration	Powerlifting	Athlete		35 days (October 20 to November 24, 2017)	Deemed waiver	
SDRCC DT 17-0279 Doping Tribunal Arbitration	Football	Athlete	Carol L. Roberts	158 days (December 15, 2017 to May 22, 2018)	Sanction: 4-Year Ineligibility	Hayleigh Cudmore (Athlete) David Lech, Alexandre Maltas & Meredith MacGregor (CCES)
SDRCC DT 17-0280 Doping Tribunal Arbitration	Bobsleigh	Athlete	Patrice M. Brunet	35 days (December 15, 2017 to January 19, 2018)	No violation	James Bunting (Athlete) David Lech, Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 17-0281 Doping Tribunal Arbitration	Soccer	Athlete		11 days (December 13 to December 24, 2017)	Waiver	David Lech (CCES)
SDRCC DT 17-0282 Doping Tribunal Arbitration	Football	Athlete		2 days (December 13 to December 15, 2017)	Waiver	
SDRCC DT 17-0283 Doping Tribunal Arbitration	Football	Athlete		69 days (December 19, 2017 to February 26, 2018)	Deemed Waiver	
SDRCC DT 18-0284 Doping Tribunal Arbitration	Football	Athlete		7 days (February 15 to February 22, 2018)	Waiver	David Lech (CCES)
SDRCC DT 18-0285 Doping Tribunal Arbitration	Football	Athlete		54 days (February 15 to April 10, 2018)	Waiver	

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representative
SDRCC DT 18-0286 Doping Tribunal Arbitration	Athletics	Athlete		9 days (March 6 to March 15, 2018)	Waiver	
SDRCC DT 18-0287 Doping Tribunal Arbitration	Bobsleigh	Athlete		124 days (March 15 to July 17, 2018)	Deemed Waiver	
SDRCC DT 18-0288 Doping Tribunal Arbitration	Powerlifting	Athlete		6 days (March 29 to April 4, 2018)	Waiver	

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE DOPING APPEAL TRIBUNAL (from April 1, 2017 to March 31, 2018)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representative
SDRCC DAT 17-0007 Doping Appeal Tribunal Arbitration	Cycling	Athlete		30 days (April 17 to May 17, 2017)	Request withdrawn	Michael-Tai Nguyen (Athlete) Annie Bourgeois & Raphaël Buruiana (CCES)
SDRCC DAT 17-0008 Doping Appeal Tribunal Arbitration	Cycling	CCES		28 days (April 26 to May 24, 2017)	Request withdrawn	Michael-Tai Nguyen (Athlete) Annie Bourgeois & Raphaël Buruiana (CCES)
SDRCC DAT 17-0009 Doping Appeal Tribunal Arbitration	Cycling	Athlete		149 days (July 18 to December 14, 2017)	Request withdrawn	David Lech (CCES)
SDRCC DAT 17-0010 Doping Appeal Tribunal Arbitration	Cycling	Athlete	L. Yves Fortier (Jurisdictional)	216 days (July 25, 2017 to February 26, 2018)	Jurisdiction denied	Yann Bernard & Raphaël Buruiana (CCES)
SDRCC DAT 17-0011 Doping Appeal Tribunal Arbitration	Football	Athlete		56 days (October 23 to December 18, 2017)	Request withdrawn	Sharon Fox & Kevin Mellor (Athlete), Alexandre Maltas, Meredith MacGregor, Luisa Ritacca & Justin Safayeni (CCES)

INDEPENDENT AUDITOR'S REPORT

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, 2018, 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.

INDEPENDENT AUDITOR'S REPORT (cont'd.)

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, 2018, 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

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Montréal, Québec
July 23, 2018

¹CPA auditor, CA, public accountancy permit No. A114616



SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2018

	2018	2017
ASSETS		
Current		
Cash (Note 3)	\$ 313,462	\$ 292,732
Accounts receivable (Note 4)	21,884	19,691
Prepaid expenses	<u>2,538</u>	<u>5,599</u>
	337,884	318,022
Capital assets (Note 5)	89,729	14,712
Long-term deposit	<u>10,270</u>	<u>10,270</u>
	<u>\$ 437,883</u>	<u>\$ 343,004</u>
LIABILITIES		
Current		
Accounts payable and accrued liabilities	\$ 248,521	\$ 157,382
Reimbursement of excess contribution, payable on demand and non-interest bearing (Note 6)	<u>7,029</u>	<u>90,300</u>
	<u>255,550</u>	<u>247,682</u>
NET ASSETS		
Invested in capital assets	89,729	14,711
Unrestricted	<u>92,604</u>	<u>80,611</u>
	<u>182,333</u>	<u>95,322</u>
	<u>\$ 437,883</u>	<u>\$ 343,004</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, 2018

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2018</u>	<u>2017</u>
Balance, beginning of year	\$ 14,711	\$ 80,611	\$ 95,322	\$ 87,163
Excess (deficiency) of revenue over expenditures for the year	(4,077)	91,088	87,011	8,159
Investment in capital assets	<u>79,095</u>	<u>(79,095)</u>	<u>-</u>	<u>-</u>
Balance, end of year	<u>\$ 89,729</u>	<u>\$ 92,604</u>	<u>\$ 182,333</u>	<u>\$ 95,322</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
Revenue		
Contribution (Note 6)	\$ 1,100,000	\$ 1,094,941
Other revenue	-	164
Reimbursement of excess contribution (Note 6)	<u>(7,029)</u>	<u>(90,300)</u>
	<u>1,092,971</u>	<u>1,004,805</u>
Expenditures		
Administration		
Office	69,691	64,367
General administration	19,300	18,558
Communications and promotion	3,238	2,992
Interest and bank charges	591	579
Amortization	<u>4,077</u>	<u>4,363</u>
	<u>96,897</u>	<u>90,859</u>
Governance		
Board meetings	23,423	17,404
Compliance	<u>26,448</u>	<u>30,628</u>
	<u>49,871</u>	<u>48,032</u>
Human resources		
Salaries and benefits	430,270	405,869
Training	10,580	5,854
Human resource management	<u>19,537</u>	<u>7,570</u>
	<u>460,387</u>	<u>419,293</u>
Official languages		
Translation for tribunal	26,820	36,072
General translation	11,895	10,114
Interpretation	914	1,720
Language training	<u>1,229</u>	<u>884</u>
	<u>40,858</u>	<u>48,790</u>
Operations		
Arbitrator and mediator fees	211,931	281,069
Case management	15,437	17,943
Training of arbitrators and mediators	89,267	29,610
Workshops	9,031	6,642
Outreach	24,748	22,897
Publications	<u>19,526</u>	<u>39,340</u>
	<u>369,940</u>	<u>397,501</u>
	<u>1,017,953</u>	<u>1,004,475</u>
Excess of revenue over expenditures before net independent revenues	<u>75,018</u>	<u>330</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF OPERATIONS (cont'd.)
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
Independent		
Other revenues	35,337	14,965
Events	(2,745)	(887)
Tribunal services	(20,089)	(5,724)
Miscellaneous	(510)	(525)
	<u>11,993</u>	<u>7,829</u>
Excess of revenue over expenditures for the year (Note 6)	<u>\$ 87,011</u>	<u>\$ 8,159</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2018

	2018	2017
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ 87,011	\$ 8,159
Adjustment for		
Amortization of capital assets	<u>4,077</u>	<u>4,363</u>
	91,088	12,522
Net change in non-cash working capital items		
(Increase) decrease in accounts receivable	(2,193)	162,608
Increase in prepaid expenses	3,061	(2,681)
Increase in accounts payable and accrued liabilities	91,140	24,365
(Decrease) increase in reimbursement of excess contribution	<u>(83,271)</u>	<u>44,172</u>
Cash provided by operating activities	99,825	240,986
Cash flows from investing activity		
Purchase of capital assets	<u>(79,095)</u>	<u>(4,530)</u>
Increase in cash	20,730	236,456
Cash, beginning of year	<u>292,732</u>	<u>56,276</u>
Cash, end of year	<u>\$ 313,462</u>	<u>\$ 292,732</u>

See accompanying notes

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2018

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 organizations.

(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.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

NOTES TO THE FINANCIAL STATEMENTS

AS AT MARCH 31, 2018

2. Significant accounting policies (cont'd.)

(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%

Amortization of leasehold improvements is recorded over the term of the lease.

During the year, no amortization of leasehold improvements was recorded as the lease agreement for which these costs were incurred, commences on December 1, 2018.

(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, accounts receivable and deposits.

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

(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 \$220,585 (2017 - \$229,161) pertaining to the Government of Canada (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.

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2018

4. Accounts receivable

	<u>2018</u>	<u>2017</u>
Sales taxes receivable	\$ 21,884	\$ 18,718
Other receivables	-	973
	<u>\$ 21,884</u>	<u>\$ 19,691</u>

5. Capital assets

	<u>2018</u>			<u>2017</u>
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 50,255	\$ 45,383	\$ 4,872	\$ 6,091
Computer equipment	48,545	40,966	7,579	8,621
Leasehold improvements	77,278	-	77,278	-
	<u>\$ 176,078</u>	<u>\$ 86,349</u>	<u>\$ 89,729</u>	<u>\$ 14,712</u>

6. Government contributions

During the year, the organization was granted \$1,100,000 (2017 - \$1,094,941) in financial assistance from the Government of Canada (Sport Canada). The entire amount has been included in revenue. As at March 31, 2018, there is a net balance payable to the Government of Canada (Sport Canada) of \$7,029 (2017 - \$90,300) which has been recorded in the financial statements.

Per their agreement with the Government of Canada (Sport Canada), the reimbursement of the excess contribution is calculated as follows:

	<u>2018</u>	<u>2017</u>
Excess of revenue over expenditures for the year	\$ 87,011	\$ 8,159
Reimbursement of excess contribution	<u>7,029</u>	<u>90,300</u>
Revenue before adjustment for contribution	94,040	98,459
Other revenue (net of expenses)	(11,993)	(7,992)
Amortization	4,077	4,363
Capital assets acquisition for the year	<u>(79,095)</u>	<u>(4,530)</u>
	<u>\$ 7,029</u>	<u>\$ 90,300</u>

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

SPORT DISPUTE RESOLUTION CENTRE OF CANADA
NOTES TO THE FINANCIAL STATEMENTS
AS AT MARCH 31, 2018

7. Commitments

The organization has an operating lease for its premises expiring November 30, 2018. Subsequent to year-end, the organization entered into a new lease agreement for its premises for a period of five years, expiring November 30, 2023.

The minimum annual lease payment for the next year is \$38,974.

8. 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.



Board of Directors

The Board is appointed by the Minister of Science and Sport. 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.

Board of Directors and Committee Membership (*as of March 31, 2018*)

DAVID DE VLIAGER (Calgary, AB)
Chairman of the Board of Directors
Chairman, Executive Committee
(The Chairman is an ex officio member of all committees except the Audit Committee)

MICHAEL J. BRUNI* (Calgary, AB)
ADR Services Committee
Complaints Committee

LINDA CUTHBERT (Toronto, ON)
Vice-Chair, Audit & Finance Committee
Partnership and Business Development Committee

SUSAN KITCHEN (Toronto, ON)
Vice-Chair, Partnership and Business Development Committee
Complaints Committee

THE HONOURABLE GRAEME MEW (Kingston, ON)
Vice-Chair, ADR Services Committee
Complaints Committee

DASHA PEREGOUDOVA (Toronto, ON)
Chairperson, Complaints Committee
Audit & Finance Committee
Partnership and Business Development Committee

ANTHONY WRIGHT (Vancouver, BC)
Chairman, ADR Services Committee
Executive Committee

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

SHU-TAI CHENG* (Ottawa, ON)
ADR Services Committee
Executive Committee

JEAN R. DUPRÉ (Montréal, QC)
Chairman, Partnership and Business Development Committee
Executive Committee
Audit and Finance Committee (interim appointment)

MARG MCGREGOR (Ottawa, ON)
Executive Committee
Partnership and Business Development Committee

ANDRÉANNE MORIN* (Montreal, QC)
Vice-Chair, Complaints Committee
ADR Services Committee

WILLIAM L. RYAN* (Halifax, NS)
Chairman, Audit & Finance Committee
Executive Committee

** At the time of printing, these four Board Members were still waiting for a response from the Government of Canada on the renewal of their mandates for a second term. The Centre has been operating without a fully active Board of Directors since May 6, 2018.*



Staff

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

Liane Mendelsohn

Administrative Assistant

Tanya Gates

Operations Manager

Christina Beauchamp

Case Manager

(on parental leave at time of printing)

Philippe N'Djoré-Acka

Partnerships and Promotion
Coordinator

(until January 23, 2018)

Stéphane Grégoire

Education and Partnerships
Coordinator

Martin Gariépy

Communication and Promotion Officer

(since June 11, 2018)

Accounting Services

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

Auditor

The firm Collins Barrow, Chartered Accountants, was appointed by the Board of Directors as the independent auditor for the 2017–2018 period.

Arbitrators and Mediators

Appointed until April 30, 2021, by Province

Alberta

Roger Gunn (Mediator)

Sue Lambert (Mediator)

Michelle Simpson (Mediator)

John Harrison Welbourn (Arbitrator)

British Columbia

Paul Denis Godin (Mediator)

Peter Lawless (Arbitrator)

Simon Margolis (Mediator/Arbitrator)

Hugh McCall (Mediator/Arbitrator)

JJ McIntyre (Arbitrator)

Carol Roberts (Mediator/Arbitrator)

John P. Sanderson (Mediator)

Manitoba

Jeffrey Palamar (Arbitrator)

Louise Pelletier (Mediator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator/Arbitrator)

Northwest Territories

Cayley Jane Thomas (Mediator)

Nova Scotia

Peter J. MacKeigan (Mediator)

Ontario

Bruce Ally (Mediator)

The Honourable Robert P. Armstrong
(Arbitrator)

Larry Banack (Arbitrator)

David Bennett (Mediator/Arbitrator)

Rick Brooks (Mediator)

John Curtis (Mediator)

Kileen Dagg Centurione (Mediator)

Ross C. Dumoulin (Arbitrator)

Jonathan Fidler (Mediator/Arbitrator)

Steven C. Gaon (Mediator)

Janice Johnston (Mediator/Arbitrator)

Richard H. McLaren (Arbitrator)

Robert Néron (Arbitrator)

Aaron Ogletree (Mediator/Arbitrator)

Gordon E. Peterson (Mediator/Arbitrator)

Anne Sone (Mediator)

Allan Stiff (Mediator/Arbitrator)

Jennifer Webster (Mediator/Arbitrator)

Matthew Wilson (Arbitrator)

Quebec

Marie-Claire Belleau (Mediator)

Thierry Bériault (Mediator)

Dominique F. Bourcheix (Mediator)

Patrice M. Brunet (Arbitrator)

Sarah Daitch (Mediator)

The Honourable Robert Décary (Arbitrator)

Stephen L. Drymer (Mediator/Arbitrator)

Julie Duranceau (Mediator)

L. Yves Fortier (Mediator/Arbitrator)

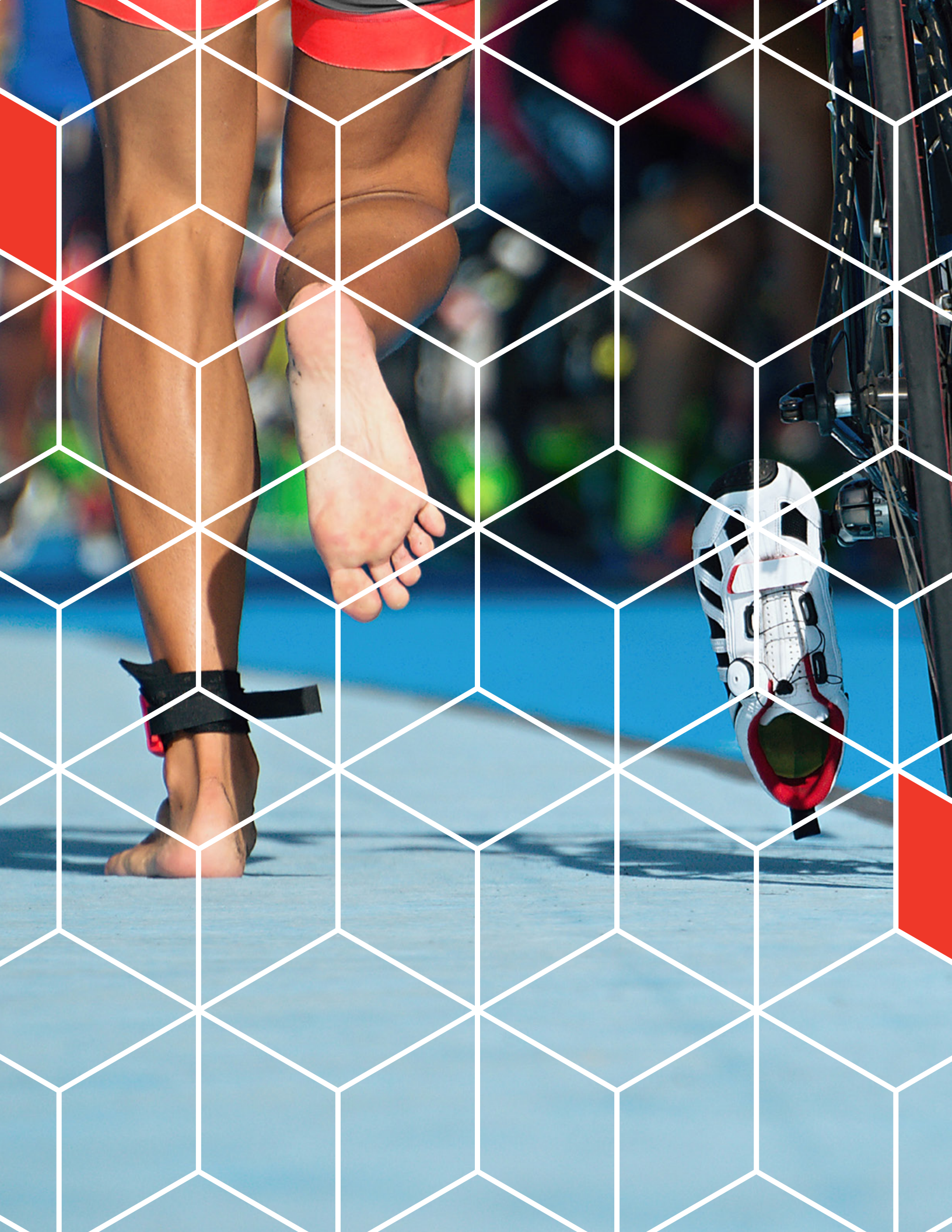
Richard W. Pound (Arbitrator)

Janie Soublière (Arbitrator)

Patrick Zakaria (Mediator)

Saskatchewan

Charmaine Panko (Mediator/Arbitrator)



Sport Dispute Resolution Centre of Canada

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