

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SDRCC

2020-2024
Long-Term
Strategic Plan

Preface by the Chairperson of the Board

It is with great pride and confidence that on behalf of the Centre's Board of Directors, we present this strategic plan which will outline our goals, objectives and priorities for the next four years. The Board members spent countless hours, aided by a professional, stylizing and generating what we consider to be an ambitious but realistic strategic plan. In developing the plan, we sought the views and opinions of various stakeholders including athletes, coaches, officials, administrators and the broader sport law community. The result achieved is a combination of all of the above factors, bearing in mind throughout the important role that we play in the sport community.

This plan as set out not only supports the Centre's past successes but increases the scope and width of the services which are presently in demand throughout Canada. Our organization is forever evolving to meet and support the entire Canadian sport community in not only creating a safe sport environment but in embodying trust and faith in everything we do. Each and every member of our Board has contributed to the elaboration of the goals, objectives and principles expressed within this document. As Chair of this Board, I find it extremely heart-warming that the sport community has the benefit of the intellect, dedication, commitment and devotion of these Board members who work so well in unison for the benefit of, and to ensure the Canadian sport community is a safe place for all.

I anxiously look forward to ensuring that this strategic plan is implemented through the work of the Centre and its staff and I am certain that we will be able to measure the performance of this plan and remain accountable to our stakeholders, Sport Canada, and the sport community.

William L. (Mick) Ryan, QC
Chairperson of the SDRCC Board

Context and Executive Summary

The 2019-2020 fiscal year saw increased activity in the Centre's Tribunal services, an entire year of operation of the Canadian Sport Helpline and Investigation Unit pilot projects, the expansion of the Sport Law Connect program and six new directors were welcomed to the Board. The Centre also hosted for the second time in Canada, a public seminar with its international counterpart, the Court of Arbitration for Sport. Amidst this bustle of activity, the Centre also undertook to create a new long-term strategy to see it through the next quadrennial. The strategic planning process was kicked off September 2019, on the occasion of the annual public meeting and a Board meeting, and culminated with a full day of facilitated strategic planning in February 2020. To inform the process, a situational analysis was carried out to gather information and perspectives on the Centre's performance of its services over the past few years, important existing and emerging issues in the Canadian sport system's landscape and the needs they are creating, as well as possible ways for the Centre to prepare for and respond to these critical issues and needs to better serve the sport community. Following this, the Board adopted the present multi-year strategy.

Keeping with the statutory mandate of the Centre, the Board concluded that the core business remained tribunal services and dispute prevention. Consequently, four strategic priority areas were identified:

1. Providing Sport Dispute Resolution Services;
2. Strengthening the Capacity of the Sport Community to Prevent and Resolve Disputes;
3. Supporting Integrity in Sport; and
4. Pursuing Organizational Excellence.

Statutory Mandate

Provision 10 of the *Act to Promote Physical Activity and Sport*, which created the **Sport Dispute Resolution Centre of Canada**, dictates the mission of the Centre as follows:

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.

Organization History and Profile

The Centre was established to address the need to offer the Canadian sport community tools to prevent conflicts and, when they are inevitable, to resolve them. In January 2000, the Honourable Denis Coderre, then Secretary of State (Amateur Sport), initiated a consultancy project to investigate solutions to assist the sport community in resolving disputes quickly and efficiently. A working group, responsible for the development of a system that would meet the aforementioned need, was struck and submitted the *Win-Win Report* in 2000, recommending the establishment of a dispute prevention and resolution program. In August 2001, an implementation committee was charged with developing a plan to implement the system proposed by the working group.

The interim ADRsportRED Program was launched in January 2002 to offer dispute resolution services to the sport community at the national level. The *Act to Promote Physical Activity and Sport* was enacted in March 2003 to establish an independent organization with a mission to provide to the sport community a national alternative dispute resolution service for sport disputes. The Centre officially opened its doors on April 2004 as the successor of the ADRsportRED program and assumed responsibility for hearing all doping cases in Canada commencing June 2004.

The Centre has seven permanent staff members and a roster of 48 arbitrators and mediators who report to a twelve-member Board. Its Dispute Secretariat handles an average between 50 and 60 cases per year, about half of which are doping cases. In addition to the activities of the Secretariat, the Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the risks of sport disputes.

Mission Statement for 2020-2024

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

Values

Integrity - Through transparency, competence and high standards of ethical conduct, we constantly strive to earn our stakeholders' trust.

Fairness - We are independent, impartial and respectful of all parties so our stakeholders can count on us to be fair.

Excellence - We effectively achieve our mission by being efficient, accessible, professional, and compassionate.

Vision Statement

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

Priority Areas, Goals and Strategies

Priority Areas			
Providing Sport Dispute Resolution Services	Strengthening the Capacity of the Sport Community to Prevent and Resolve Disputes	Supporting Integrity in Sport	Pursuing Organizational Excellence
Goals			
Provide fair, impartial, timely and cost-effective solutions to sport disputes	Maximize the value of educational programs and initiatives for stakeholders	Support the Canadian sport community to address and resolve concerns about maltreatment in sport	Maintain the Centre as an inclusive, sustainable, accountable and responsible model of good governance
Strategies			
<p>A. Maintain the highest quality of expertise to deliver effective and professional dispute resolution services;</p> <p>B. Review procedural rules to ensure they are current and compliant;</p> <p>and</p> <p>C. Refine processes to better guide and assist parties in disputes.</p>	<p>A. Modernize delivery of existing tools and resources to increase their accessibility;</p> <p>B. Develop new programs and resources to best meet stakeholder needs;</p> <p>and</p> <p>C. Strengthen partnerships to broaden the reach and impact of programs and initiatives.</p>	<p>A. Facilitate access to systems, resources, and a safe environment to effectively address maltreatment in sport;</p> <p>and</p> <p>B. Contribute leadership and expertise to establish in a timely manner an effective safe sport system.</p>	<p>A. Optimize the effectiveness of the Centre’s operations, services, and programs;</p> <p>B. Strengthen governance through Board development;</p> <p>and</p> <p>C. Cultivate an inclusive, respectful and fulfilling work environment.</p>

Adopted by the Board of Directors on February 24, 2020.