



Corporate Plan for the 2024-2025 Fiscal Year

March 1, 2024

SPORT DISPUTE RESOLUTION CENTRE OF CANADA (SDRCC)

6400 avenue Auteuil
Suite 245
Brossard, Québec
Canada J4Z 3P5

Telephone:
1-866-733-7767 (toll-free)
1-514-866-1245 (local)

Websites:
www.crdsc-sdrcc.ca
www.abuse-free-sport.ca
www.sportintegritycommissioner.ca

Table of Contents

Background and Governance	1
Statutory Mandate	1
Clientele	1
Governing Legislation	1
Organizational Structure	2
Abuse-Free Sport Program	2
Board and Staff	3
Arbitrators and Mediators	4
Independent Investigators and Sport Environment Assessors	5
Maltreatment in Sport Sanctions Council	5
Director of Sanctions and Outcomes	5
Interim Report on Activities 2023-2024	6
Multi-Year Strategy and Objectives for 2024-2028	8
Objectives and Planned Initiatives for 2024-2025	9
Budget 2024-2025	10

STATUTORY MANDATE

An Act to Promote Physical Activity and Sport (S.C. 2003, c. 2) (the “Act”) received Royal Assent on March 19, 2003. The Act sets out the Government’s policy on sport as including the fair, equitable, transparent and timely resolution of disputes in sport. The Act provided for the creation of the Sport Dispute Resolution Centre of Canada (the “Centre”). The Centre opened on April 1, 2004, with a mission to provide the sport community with a national alternative dispute resolution service for sport disputes as well as expertise and assistance regarding alternative dispute resolution.

In addition to the Centre’s statutory mandate, the Government of Canada designated the Centre on July 6, 2021, to deliver an independent safe sport mechanism to oversee the implementation of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (the “UCCMS”) for federally-funded sport organizations. Therefore, the Centre launched the Abuse-Free Sport program on June 20, 2022. Following the announcement by the Minister of Sport and Physical Activity on December 11, 2023, to the effect that the Abuse-Free Sport program would be removed from the Centre, the latter is still awaiting instructions on the planned transition.

CLIENTELE

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

The dispute resolution services rendered by the Centre may additionally be offered for other matters on a consensual basis. All federally-funded sport organizations, and anyone affiliated with them, including its members, may agree to refer a dispute to the Centre and benefit from the Centre’s services, provided they meet certain criteria adopted by the Centre. The Doping Tribunal and the Safeguarding Tribunal provide specialized services in the application of the Canadian Anti-Doping Program and the Abuse-Free Sport program respectively.

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

The Abuse-Free Sport program is now fully deployed at the national level of the sport system. The Centre will rely on the collaboration of provincial and territorial jurisdictions, as well as other partners, to establish a harmonized approach to offer safer environments for all sport participants in Canada. In fact, the province of Nova Scotia has already become a signatory of the Abuse-Free Sport program and is looking to onboard its first member organization before April 1, 2024.

The Centre’s education and prevention services, including those aimed at preventing discrimination, abuse and harassment, are made available to all members of the Canadian sport community.

GOVERNING LEGISLATION

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

ORGANIZATIONAL STRUCTURE

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

Pursuant to the Act, the affairs and business of the Centre are managed by a Board of Directors consisting of 12 directors appointed by the Minister responsible for sport, as well as the Executive Director (or Chief Executive Officer) of the Centre, who is an *ex officio* director. In December 2003, the Minister appointed the inaugural directors after consultation with the sport community. The guidelines cited in the Act provide for a Board comprised of individuals who: a) are committed to the promotion and development of sport; b) have the experience and capability to enable the Centre to achieve its objectives; c) are representative of the sport community; and d) are representative of the diversity and linguistic duality of Canadian society. Due to the resignation of a Board member in October 2023, the Centre is awaiting the announcement of a replacement by the Minister.

The role of the Centre's Board members is to provide strategic direction, to approve its strategic plan and the policies necessary for its implementation, and to ensure that the Centre's management has the necessary resources to deliver on its performance objectives.

The full-time Chief Executive Officer is charged with the fulfillment of the objectives and mission of the Centre, including spearheading the projects, programs, and services offered by the Centre and overseeing their successful delivery across Canada. The Chief Executive Officer and staff coordinate activities and projects to further the objectives of the Centre and provide the mandated services for the Centre's stakeholders.

ABUSE-FREE SPORT PROGRAM

The central component of the Abuse-Free Sport program is the Office of the Sport Integrity Commissioner (the "OSIC"), an independent division of the Centre responsible for administering the UCCMS using trauma-informed processes that are compassionate, efficient and provide fairness, respect and equity to all parties involved. The OSIC is functionally independent from the Centre's management.

The Dispute Resolution Secretariat and the Resource Centre have also seen the scope of their operations expanded with the implementation of the Abuse-Free Sport program.

The Centre coordinated the establishment of the Maltreatment in Sport Sanctions Council (the "MSSC"), the volunteer body overseeing the operations of the independent function of Director of Sanctions and Outcomes (the "DSO"). The MSSC is accountable to the Canadian sport community to address discipline and sanctions when maltreatment in sport occurs. The Centre has no operational authority over this Council. The DSO is broadly responsible to defend the interests of safe sport and has complete authority to impose sanctions on participants of organizations that have signed onto the Abuse-Free Sport program.

Members of the Board of Directors during the 2023-2024 fiscal year:

Current Directors as of March 1, 2024:

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

Staff members as of March 1, 2024:

Administration:

- Marie-Claude Asselin, Chief Executive Officer
- Rick Hunger, Senior Director
- Tanya Gates, Director of Operations
- Claudine Lanouette, Director of Finance
- Jennifer Monk, Senior Manager, Communications
- Michael Vamelkin, IT Technician
- Stéphanie Houle, Executive Assistant
- Meryem Lazrak, Accounting and Finance Specialist

Dispute Resolution Secretariat:

- Alexandra Lojen, Senior Manager, Tribunal
- Jérôme Fontaine-Benedetti, Case Manager
- Guillaume Boisseau, Case Manager

Resource Centre:

- Liddia Touch Kol, Resource Centre Manager
- Nikolas Martin, Support and Wellness Coordinator

Office of the Sport Integrity Commissioner:

- André Lepage, Interim Commissioner
- Valérie Allard, Special Advisor to the Interim Commissioner
- Sarah Atkinson, Senior Advisor, Investigations and Assessments
- Kirsten Whelan, Director of Case Management Operations
- Ashley Csiszer, Program Specialist
- Benjamin Bernier, Program Coordinator
- Ariane Lamoureux, Program Coordinator
- Spencer Walker, Program Coordinator
- Thomas Ibrahim, Registry and Database Administrator
- Isabelle Fraser, Program Assistant

The firm Baker Tilly was appointed by the Board of Directors as the independent auditor for the 2023-2024 fiscal year.

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

Arbitrators and Mediators Appointed until April 30, 2025, by Province:

Alberta

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

British Columbia

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

Manitoba

Jeffrey Palamar (Arbitrator)

New Brunswick

Darlene Doiron (Mediator)

Newfoundland and Labrador

James Oakley (Mediator / Arbitrator)

Nova Scotia

David Merrigan (Arbitrator)

Ontario

Bruce Ally (Mediator)
The Honourable Robert P. Armstrong (Arbitrator)
Larry Banack ((Mediator / Arbitrator)
David Bennett (Mediator / Arbitrator)
Roger Bilodeau (Arbitrator)
Andrea Carska-Sheppard (Arbitrator)
Kimberly Cork (Mediator)
John Curtis (Mediator)
Jonathan Fidler (Mediator / Arbitrator)
Dana Hirsh (Arbitrator)

Ontario (*continued*)

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

Quebec

Marie-Claire Belleau (Mediator)
Patrice M. Brunet (Arbitrator)
Céline Chopin (Mediator)
Sarah Daitch (Mediator)
Hélène de Kovachich (Mediator)
Stephen L. Drymer (Mediator / Arbitrator)
Paul Fauteux (Mediator)
L. Yves Fortier (Mediator / Arbitrator)
Dominique Fortin (Mediator)
Peter Moraitis (Mediator)
Clarise N’Kaa Batera (Mediator)
Éric Ouellet (Mediator/Arbitrator)
Richard W. Pound (Arbitrator)
Janie Soublière (Arbitrator)
Louis-Marie Vachon (Mediator/Arbitrator)
Patrick Zakaria (Mediator)

Saskatchewan

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

Women in Arbitration Mentorship Program Participants:

Marie-Claire Belleau (Quebec)
Kim Bodnarchuk (Saskatchewan)
Robin Dodokin (Ontario)
Kasia Kieloch (Manitoba)
Rekha Lakra (Ontario)

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

Independent Investigators and Sport Environment Assessors, by Province:

Alberta

Jeff Bzowey (Investigator)
Jennifer Hawkins (Investigator / Assessor)
Marlene Hope (Investigator / Assessor)
Jen Magnus (Assessor)
Jason Oglesby (Investigator)
Bob Stenhouse (Investigator / Assessor)

British Columbia

Paula Butler (Investigator)
Sarah Chamberlain (Investigator / Assessor)
Pamela Connolly (Investigator)
Katelynn Denny (Investigator)
Kevin Fadum (Investigator)
Robyn Gervais (Investigator / Assessor)
Kyra Hudson (Investigator / Assessor)
Sarah Lumsden (Investigator / Assessor)
Matt Malone (Investigator)
Shelina Nealini (Assessor)
Maryse Séguin (Investigator)
Brian Simmons (Investigator)
Lisa Southern (Investigator / Assessor)
Leanne Walsh (Investigator / Assessor)

Manitoba

Marc Eger (Investigator)
Sherri Walsh (Investigator)

New Brunswick

Trisha Perry (Investigator / Assessor)

Ontario

Gita Anand (Investigator)
Ivana Bozinovic (Investigator)

Ontario (*continued*)

Julia Burke (Investigator)
Naomi Calla (Investigator)
Brenda Culbert (Investigator)
Scott Doran (Investigator)
Nick Duley (Investigator)
Mihad Fahmy (Investigator)
Jo-Ann Fennessey (Investigator / Assessor)
Megan Forward (Investigator / Assessor)
Paul Gee (Investigator)
William Goldbloom (Investigator / Assessor)
Sandeep Joshi (Investigator)
Jessica Kearsey (Investigator / Assessor)
Andrea Lowes (Investigator)
Lise Maclean (Investigator/Assessor)
Kenneth McCarthy (Investigator/Assessor)
Parisa Osborne (Investigator / Assessor)
Natasha Persaud (Investigator)
Ashley Richards (Investigator)
Colin Taggart (Investigator)
Antonio Urdaneta (Investigator)
Grace Vaccarelli (Investigator / Assessor)
Sarah Vokey (Investigator / Assessor)
Jennifer White (Investigator)
Jennifer Wootton (Investigator / Assessor)

Quebec

Joanne Brodeur (Investigator / Assessor)
Marie Garel (Investigator)
Laurent Godbout (Investigator)
Magalie Poulin (Investigator)
Marie-Pierre Renaud (Investigator / Assessor)

Members of the Maltreatment in Sport Sanctions Council:

- Dean Howie, Chairperson
- Emily Cameron-Blake
- Katherine Haber
- John Martelli
- Katherine White (Cornish)

Director of Sanctions and Outcomes:

- Dasha Peregoudova, Director Sanctions and Outcomes (Ontario)
- David Kellerman, Deputy Director of Sanctions and Outcomes (Quebec)

INTERIM REPORT ON ACTIVITIES 2023-2024

Providing Sport Dispute Resolution Services

- From April 1, 2023 to February 29, 2024, the Centre received 96 sport-related disputes, including 33 maltreatment, 30 selection, five discipline, nine athlete carding, seven other disputes, and 12 anti-doping rule violation assertions. Four matters arising from the Abuse-Free Sport program were subject to mediation by members of the safe sport mediators list and six challenges of DSO decisions were brought before the Safeguarding Tribunal.
- The 2023 Canadian Sport Dispute Resolution Code was published following amendments of the Safeguarding Tribunal rules to adapt to the Abuse-Free Sport program.
- In response to the growing needs for bilingual professionals, a public call for applications targeting bilingual safe sport mediators and med-arb neutrals was issued in June 2023. Five new mediators and one med-arb neutral were selected.
- Two participants in the Women in Arbitration Mentorship Program completed the requirements of the program and were added to the roster as arbitrators.
- The 2024 Mediator and Arbitrator Conference was held in collaboration with the Court of Arbitration for Sport. The Centre's mediators, arbitrators, employees and Board members benefitted from training on topics such as enhancing the efficiency of proceedings, protecting vulnerable parties and witnesses, using inclusive language in awards, data protection and IT security, competition manipulation, the impact of privacy standards in doping matters, human rights issues, natural justice in anonymous complaints, as well as mental health for professionals.

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

- Staff conducted 37 presentations or workshops, including a panel session at the 2023 Safe Sport International conference, and distributed prevention and resolution tools and resources with the Centre's kiosk at eight sport community events.
- Two series of three webinars each were offered to the sport community. Topics covered included the role of sport leaders in fostering safe sport environments, applying an intersectional lens, best practices for communication of safe sport policies, causes of disputes and prevention strategies, building sound team selection policies, and demystifying the types of dispute resolution services. Approximately 800 participants registered to attend.

Supporting Integrity in Sport

- The OSIC celebrated its first year of operations. Abuse-Free Sport service agreements were signed with 91 federally-funded sport organizations, a signatory portal was developed and four information sessions were delivered to signatories.
- An annotated version of the UCCMS was published, along with an interactive tool to simplify and facilitate a better understanding of sport participants' rights and responsibilities under the UCCMS.
- A selection process to expand the OSIC investigation and sport environment assessment units was conducted. New members were onboarded and additional training was offered to all members at an in-person event held in Calgary.

- Preparations are underway to make the Abuse-Free Sport sanctions registry public by March 31, 2024.
- The Abuse-Free Sport Helpline (formerly the Canadian Sport Helpline) handled 1,598 requests for assistance from members of the sport community between April 1, 2023, and January 31, 2024. Its operators received supplemental training on handling difficult conversations.
- Legal aid services were utilized by 40 clients since April 1, 2023. A recruitment process is underway to increase the number of participating lawyers.
- Professional mental health services were provided to 11 clients through the Mental Health Support Program.
- The Abuse-Free Sport Research Grant program issued a second call for proposals, following initial expressions of interest, 12 researchers have been invited to submit a full proposal to receive funding.
- In the context of the Abuse-Free Sport Education Accreditation program, a fourth evaluation cycle is underway to include other safe sport education and training programs.
- In addition to having a formal agreement in place with Sport Nova Scotia, the Centre is engaged in dialogue with some other provinces and territories as potential clients for the Abuse-Free Sport program.

Pursuing Organizational Excellence

- A new strategic plan for the Centre as well as a five-year business plan for the Abuse-Free Sport program were developed following a series of internal and external stakeholder consultations.
- The Centre's Human Resources Policy underwent a thorough review and update to align with the Canada Labour Code.
- In light of the fact that the Centre's staff operates primarily in a remote work environment, its office was relocated to a more accessible and affordable space.
- The Centre's communications and information technology systems have been upgraded to facilitate telework, support the growth of the organization and improve data security.
- The Centre complied with its legislative and contractual obligations.

OUR VISION

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

OUR VALUES

These foundational values guide and inspire our actions and decisions.

- **Collaboration** - We actively foster collaboration within and outside our organization to leverage diverse perspectives and achieve collective goals.
- **Integrity** - We constantly strive to earn our clients' and partners' trust through transparency, competence and high standards of ethical conduct.
- **Fairness** - We are independent, impartial and respectful of all parties so our clients and partners can count on us to be fair.
- **Excellence** - We achieve our mission by being efficient, accessible, professional and compassionate.
- **Human Rights** - People are at the centre of what we do. As such, we are committed to upholding and promoting human rights, ensuring that our actions and decisions contribute to a just and equitable society.

STRATEGIC PRIORITIES 2024-2028

The Centre's strategic priorities for the 2024-2028 period are:

- 1) **Offering Meaningful Dispute Resolution Services** - Deploy best-in-class dispute resolution services addressing current and evolving sports-related disputes.
- 2) **Building a Safer and Fairer Sport System** - Foster fairness, safety, equity and inclusion by enhancing the capacity of sport organizations and their people by promoting ethically-driven behaviours in Canadian sport.
- 3) **Ensuring Organizational Excellence and Sustainability** - Strengthen the capacity of the Centre to ensure organizational agility and sustainability, and the delivery of value-added services.

Offering Meaningful Dispute Resolution Services

Initiatives:

- Renew the roster of mediators and arbitrators to respond to the evolving needs in the tribunal services;
- Collaborate with relevant stakeholders to assess the dispute resolution services needed to address competition manipulation;
- Develop new resources to support unrepresented parties through the dispute resolution process; and
- Design a new fee-for-service framework for the provision of case management and dispute resolution services.

Building a Safer and Fairer Sport System

Initiatives:

- Collaborate with experts to better understand the needs of the sport community and to develop practical dispute prevention tools and resources;
- Continue to provide meaningful dispute prevention education through the delivery of workshops and webinars;
- Increase sport community engagement and awareness through the development and implementation of a communications strategy;
- Contribute to the development of policy templates and guides for implementation to organizations at all levels of the sport system;
- Maintain the services of the Abuse-Free Sport Helpline and of the legal aid program and augment the mental health support services;
- Establish service standards and refine internal procedures to improve effectiveness of OSIC complaint management;
- Continue to deliver on all existing services of Abuse-Free Sport program, with no impact on client experience, through its transition out of the Centre; and
- Collaborate with the Government of Canada for a successful transition of OSIC.

Ensuring Organizational Excellence and Sustainability

Initiatives:

- Perform a review of the Centre's governance practices and develop an action plan to ensure compliance with the Canadian Sport Governance Code;
- Continue to promote a respectful working environment for employees, volunteers and dispute resolution professionals; and
- Ensure that the Centre's policies remain current and comply with the Act, its by-laws and any agreements to which the Centre is a party.

BUDGET 2024-2025

In order to sustain the objectives and planned initiatives for 2024-2025, the requested core funding budget for this fiscal year is \$1,500,000* broken down as follows:

ADMINISTRATION	100,000
GOVERNANCE	55,000
HUMAN RESOURCES	850,000
OFFICIAL LANGUAGES	70,000
OPERATIONS	425,000

Consistent with the objectives and planned initiatives for 2024-2025, the proposed above-reference level funding budget for this fiscal year is \$6,000,000 broken down by activity as follows:

Office of the Sport Integrity Commissioner	3,325,000
Abuse-Free Sport Helpline	250,000
Abuse-Free Sport Resource Centre	1,030,000
Safeguarding Tribunal	645,000
Investigation and Sport Environment Assessment Units	500,000
Communications and Marketing	250,000

* While the Board of Directors recognizes the funding reference level for the Centre is currently capped \$1,100,000, it considers that it is no longer possible to handle the caseload increase and deliver the same quality of services with the same budget as in 2015, when that level was last increased.