



# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

REPORT ON THE OPERATIONS OF THE SDRCC 2013-2014

FROM THE CHAIRPERSON OF THE SDRCC, ALLAN J. SATTIN, JULY 31, 2014



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## Table of Contents

<b>02</b>	About the SDRCC
<b>02</b>	Mission and Vision
<b>03</b>	Message from the Chairperson of the Board and the Chief Executive Officer
<b>04</b>	10 Years in Review
<b>06</b>	Highlights from 2013–2014
<b>11</b>	2013–2014 Dispute Resolution Secretariat Activities
<b>12</b>	2013–2014 Statistics on Cases
<b>16</b>	Auditor's Report and Financial Statements
<b>27</b>	Board of Directors
<b>28</b>	Staff Members
<b>28</b>	Arbitrators and Mediators



## About the SDRCC

The Sport Dispute Resolution Centre of Canada (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 SDRCC (the “Board”) is composed of voluntary members and has the mandate to direct the SDRCC and oversee its activities. The members of the Board are appointed by the Minister of State (Sport).

This report reviews the operations and assesses the results of the activities of the SDRCC for the period from April 1, 2013 to March 31, 2014 (the “Period”).

### MISSION

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 FOR 2012–2016

The SDRCC is recognized, respected and accepted as a centre of excellence nationally, which uses resolution facilitation, mediation and arbitration processes to resolve conflicts in sport; and which provides education to all NSOs [National Sport Organizations] and MSOs [Multisport Service Organizations] with the goal of preventing disputes.

### ORGANIZATION HISTORY AND PROFILE

The SDRCC 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 SDRCC, the ADRsportRED Program was launched in January 2002 to offer dispute resolution services to the sport community at the national level.

When the *Act to Promote Physical Activity and Sport* received Royal Assent in March 2003, the SDRCC 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 SDRCC officially began its operations in April 2004 and it assumed responsibility for hearing all doping cases in Canada starting in June 2004.

The SDRCC has five full-time staff members, a roster of 42 professional arbitrators and mediators and a twelve-member Board of Directors. On average, the SDRCC handles 45 cases per year, of which approximately half are doping-related cases. In addition to the activities of the Tribunal, the SDRCC 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 with a great sense of pride that we submit our report on SDRCC activities for the 2013–2014 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.

From a governance perspective, the SDRCC welcomed five new Board members to its team during the period. A thorough orientation was conducted for the new members and a self-evaluation exercise for the entire Board was introduced. I would personally like to take this opportunity to thank the departing Board members for their contributions during their mandates and to recognize the leadership and knowledge that each and every Board member brings to the SDRCC.

As the SDRCC celebrates its tenth anniversary in 2014, it is important to remember the vision and commitment of all of the individuals who have helped shape the SDRCC into the centre of excellence it is today. In particular, I wish to thank the Executive Director and her team for their hard work, professionalism and dedication to delivering these essential services to the sport community.

**Allan J. Sattin, Q.C.**  
Chairperson of the SDRCC Board of Directors

## Message from the Chief Executive Officer

The tenth anniversary of the SDRCC presents a wonderful opportunity to highlight the great strides that the sport community has made to increase fairness in Canadian sport. The positive effects of SDRCC's efforts are now felt at all levels of our sport system, with provincial organizations now eager to take advantage of our dispute prevention and resolution services.

Through excellence and innovation, the SDRCC is now recognized internationally as a leader and model in sport dispute resolution. The success of our mediation and resolution facilitation services, our capacity to conduct expedient and affordable proceedings, and our forethought in using technology to support our tribunal processes, have inspired others around the world to follow suit.

The Dispute Secretariat saw an average total number of cases, with a clear majority of them related to team selection disputes and with fewer but more complex doping cases. The adoption of the Mediator and Arbitrator Code of Conduct testifies to the commitment of the SDRCC to offer the best possible services to clients and stakeholders.

From a corporate standpoint, the full implementation of the Risk Management Strategy brought improvements in our management practices, making the SDRCC stronger and better prepared to face change and challenges.

None of this would have been possible without the generous contribution of Sport Canada and the nomination by Minister Bal Gosal of five dedicated and passionate sport leaders to join forces with our current Board members in driving the strategic direction of our organization. On behalf of the SDRCC, please accept our heartfelt appreciation for your leadership and support.

**Marie-Claude Asselin**  
Executive Director and Chief Executive Officer

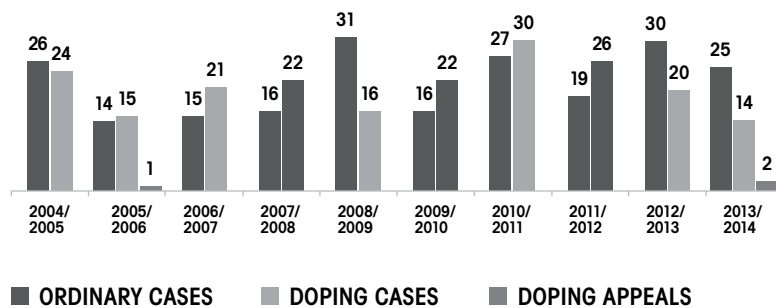


# 10 Years in Review

This section provides tribunal statistics and trends from the first 10 years of operations of the SDRCC, covering the period of April 1, 2004 to March 31, 2014.

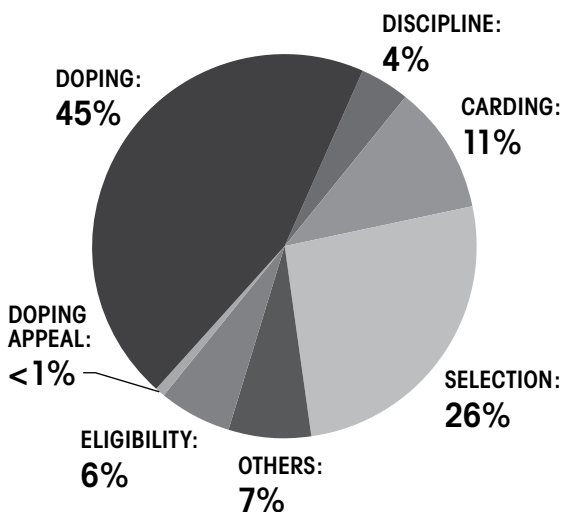


## CASES PER YEAR



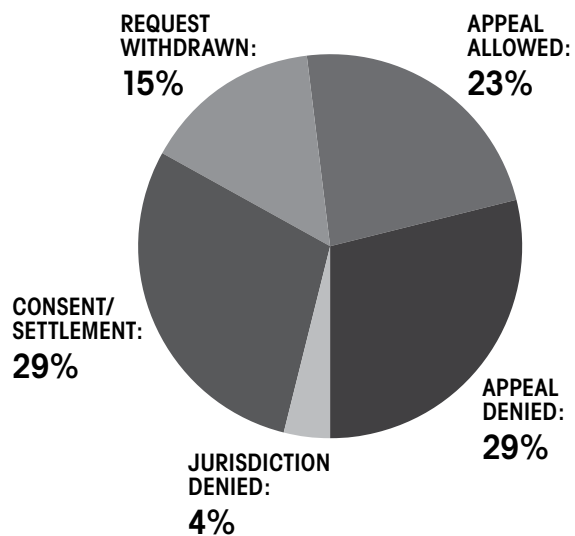
Ordinary cases have a tendency to increase in frequency during fiscal years in which Summer Olympic Games are held (2004, 2008, and 2012). Although the total variation is not attributable exclusively to selection to the Canadian Olympic Team, several cases are related to selection for Olympic qualifying competitions. Doping cases have been relatively steady over the years, with a peak in 2010–2011 largely due to several doping cases from a Canadian University football program.

## TYPES OF DISPUTES



A further breakdown of these statistics show that, in the Ordinary Tribunal, more than half of the disputes are related to team selection while carding cases remain the second most common type of disputes filed with the SDRCC.

## TYPES OF SETTLEMENT IN ORDINARY DISPUTES

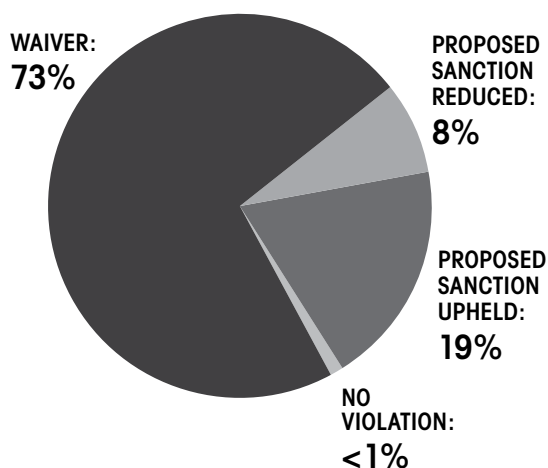


Almost 30% of Ordinary Tribunal disputes are settled by consensual agreement of the parties. There were slightly more appeals denied than appeals allowed. In 4% of the cases, the arbitrator found that the SDRCC did not have jurisdiction and therefore the disputes were never heard on their merits.



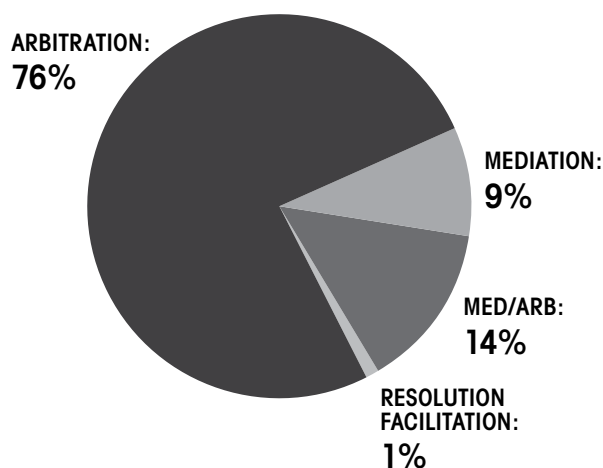
**LANGUAGE OF PROCEEDINGS:** From April 1, 2004 to March 31, 2014, the SDRCC has conducted 15% of its cases in French, and 85% of its cases in English. No matter the language of the proceedings, as agreed upon by the parties or determined by an arbitrator, and notwithstanding the obligation of NSOs to serve their members in both official languages, the SDRCC accommodates parties who must participate in proceedings conducted in a language that is not their preferred official language. Appointment of bilingual arbitrators and mediators, simultaneous interpretation, and translation of written documents are the most common solutions to enable all parties to fully participate in proceedings.

### TYPES OF RESOLUTION IN DOPING CASES



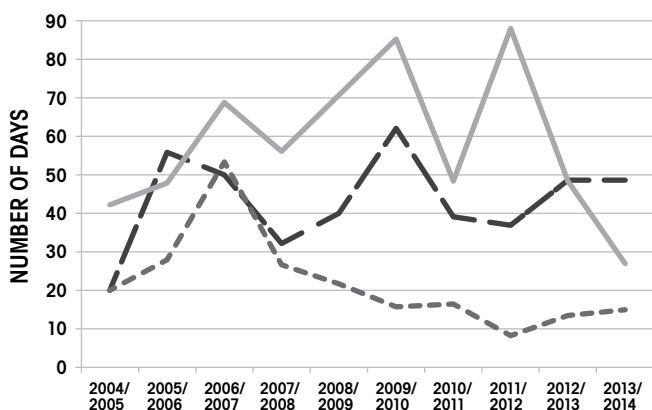
A large majority of Doping Tribunal cases are resolved by the person accused of a doping violation accepting the sanction proposed by the Canadian Centre for Ethics in Sport (CCES). In order to do so, these individuals sign a form through which they accept the proposed sanction and waive their right to a hearing before an SDRCC arbitrator. The sanctions initially proposed by the CCES have been either maintained or reduced by the arbitrators.

### ADR PROCESS REQUESTED IN ORDINARY DISPUTES

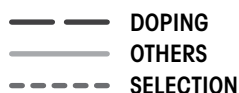


The parties are invited to choose which method of resolution they prefer, from resolution facilitation, mediation, med/arb or arbitration. Most cases filed with the SDRCC come in the form of a request for arbitration. If the parties cannot agree on another method, arbitration is the default ADR process applied.

### AVERAGE DURATION OF CASES



The SDRCC is proud to offer time-effective dispute resolution. The most time-sensitive cases tend to be those related to team selection; when parties need to know who will board the next plane to the destination where the competition is being held, a timely hearing process is the only way to respect the principles of natural justice. In the past five years, the average duration of a team selection case has been well below 20 days. Doping cases usually resolve within 30 to 60 days. In other disputes that are less urgent in nature, the SDRCC will generally follow the pace of the parties.





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# Highlights from 2013–2014

## 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 Consider the renewal of the roster of arbitrators and mediators and provide relevant training

The SDRCC provided continuing professional development for its roster of arbitrators and mediators at its 2013 SDRCC Mediator and Arbitrator Conference which was held in Halifax, Nova Scotia. The program was accredited by the law societies of Ontario, British Columbia, Saskatchewan, and New Brunswick as well as the Quebec Bar Association. A partnership with the ADR Atlantic Institute resulted in a record number of public participants in attendance during the public portion of the conference. Roster members also participated in ongoing professional development by taking part in over 17 peer-observation events during the period.

The SDRCC Board of Directors extended the mandate of the current roster until October 31, 2014. Following a public call for applications for new arbitrators and mediators, 46 ADR professionals were selected for a three-year mandate effective November 1, 2014. Orientation and training for new roster members will be conducted prior to them joining the roster, on the occasion of the 2014 SDRCC Arbitrator and Mediator conference.

### 1.2 Offer on-site dispute resolution services during the 2013 Canada Games

The SDRCC attended the 2013 Canada Games in Sherbrooke, Quebec. Its dispute resolution services were called upon to resolve a dispute involving several provinces and the Canada Games Council. A hearing took place and an arbitral award was rendered within 3 hours of the request being filed. SDRCC staff also had a presence in the Athletes' Village with its kiosk to hand out dispute prevention resources. All athletes participating in the Games received a special 2013 Canada Games edition of SDRCC's Athletes Rights & Responsibilities brochure.

### 1.3 Introduce a new quality control program for SDRCC dispute resolution services

The new quality control program, introduced during the period, entailed a complete revision of the Complaints Process Policy and the adoption by the SDRCC Board of Directors of a Code of Conduct for Mediators and Arbitrators. Both policies came into effect in January 2014. A formal evaluation process for tribunal services is also expected to be put in place during the next fiscal year.

### 1.4 Upgrade the Case Management Portal by adding new user and administrative functionalities

The Case Management Portal (CMP) continues to be a valuable tool in supporting the case management process and has generated significant interest from the sport and ADR communities, in Canada and abroad. Upgrades to the CMP were made during the period, increasing administrative efficiency and enhancing user functionality.

### 1.5 Offer a formal orientation for lawyers participating in the *Pro Bono* program

An orientation program for *Pro Bono* legal representatives was developed during the period, which includes a distinct component on the role of the SDRCC as the designated Doping Tribunal and Doping Appeal Tribunal in Canada. Given the important changes anticipated to the Canadian Anti-Doping Program in the next fiscal year, the program will be adapted after relevant changes to doping rules and doping hearing processes have been confirmed. Delivery of the orientation program will begin in the fall of 2014.





**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 Develop a reference tool for case managers of internal appeal processes**

As part of the interactive online Appeal Panel Orientation program, which was officially launched in November 2013, an additional tool has been drafted to complement the thematic unit on case management. The Case Manager Handbook, designed as a reference tool for case managers of internal appeal processes, has been drafted and is awaiting final approval and translation prior to publication. This resource is expected to be published early in the next fiscal year.

In addition, the SDRCC created a new publication on conflicts of interest in sports-related decision-making, drawing from the International Bar Association's *Guidelines on Conflict of Interest in International Arbitration*, with permissions. This tool provides guidance to volunteer administrators and decision makers of sport organizations on identifying and dealing with situations of conflict of interest.

### **2.2 Create a guide to a hearing to help unrepresented parties through SDRCC proceedings**

The production of this reference tool to assist parties through SDRCC proceedings has been delayed due to staffing changes and reallocation of responsibilities. Its development is being pursued and the guide is expected to be introduced as an online resource in the coming fiscal year.

### **2.3 Review and update existing website content, including the appeal policy package**

The SDRCC staff constantly monitors the SDRCC website to ensure that its online resources are accessible and that its content is maintained up to date. More particularly, the information portal on Appeal Policies requires regular update to ensure that website visitors have a reliable resource to access relevant NSO and MSO appeal policies. The model appeal policy package is undergoing thorough review and update. A more simplified version will also be made available for sport organizations to manage appeals with fewer resources.

New fact sheets have been added to the Media section that show overall tribunal statistics from SDRCC's first 10 years of operations. Some of those statistics are reported in the "10 Years in Review" section of this report.

The SDRCC website was converted to more modern technology to enable the consolidated hosting of SDRCC's new and upcoming online interactive resources. SDRCC staff now manages the website autonomously via a customized open-source content management system.

### **2.4 Leverage social media to increase awareness of SDRCC services and resources**

The SDRCC increased its use of social media to promote its services and resources, including notices of new decisions, newsletters, call for applications, and other publications. Analytics have shown a significant increase in traffic on the SDRCC company page on LinkedIn and a slight increase on Facebook.



**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 Ensure the presence of SDRCC at relevant sport gatherings and events to educate more members of the Canadian sport community on dispute prevention and resolution**

SDRCC staff continued to attend key partners' annual events such as the AthletesCAN Forum, the Sport Leadership Conference, the Sports Officials Canada conference, the Canadian Paralympic Committee Congress and the CS4L Summit. The presence of the SDRCC at these events serves to provide educational resources through its kiosk and expand its interaction with more members of the Canadian sport community. By invitation, the SDRCC also attended a seminar for coaches organized by INS-Quebec as well as the Forum Équipe Québec, to distribute educational and prevention materials and promote its services through its kiosk.

At the Sport Leadership Conference, the SDRCC also conducted a session on the challenges faced by sport organizations when establishing appeal panels and training volunteer appeal panel members. In addition, the SDRCC conducted several dispute prevention and resolution workshops during the fiscal year for various client groups, including for 2013 Canada Games mission staff, for sport management students at the University of Ottawa and Algonquin College, as well as for coaches and sport administrators on the occasion of the 2013 Atlantic Coaches Conference in Halifax.

The 2013 SDRCC Annual Public Meeting, held in Gatineau, Quebec, attracted representatives from MSOs and NSOs and provided an opportunity for them to meet the SDRCC Board and staff members.

**3.2 Seek opportunities for collaboration to maximize shared resources and ensure that key educational messages reach a wider audience**

The SDRCC was very active in reaching out to potential partners during the fiscal year and forming meaningful partnerships to achieve its strategic objectives. The co-hosting of the 2013 SDRCC Mediator and Arbitrator Conference with the ADR Atlantic Institute to deliver the public portion of its 2013 Arbitrator and Mediator Conference was a success on all fronts. This partnership increased SDRCC's exposure to the ADR community and created networking opportunities for its roster members. Further partnership opportunities with other provincial branches of the ADR Institute of Canada will be explored.


The Coaching Association of Canada and the SDRCC entered into an agreement to collaborate on the review of NCCP modules "Managing Conflict" and "Leading a Drug-Free Sport" and began discussions on the possibility of holding the 2014 SDRCC Arbitrator and Mediator Conference in conjunction with the Sport Leadership Conference.

As well, the SDRCC formalized a long-standing partnership with AthletesCAN into a memorandum of agreement to collaborate on various joint initiatives aimed at further educating Canadian athletes on their rights and responsibilities.

The SDRCC staff distributed packages of education materials to all provincial mission staff present at the 2013 Canada Summer games and reached out to all participating P/TSOs to offer dispute prevention resources. Several sport organizations at the national and provincial levels ordered printed resources and publications from SDRCC for distribution to their members. Discussions were held with ViaSport BC and Sport PEI to explore opportunities for collaboration.

Towards the end of the period, the SDRCC also made plans to work collaboratively with Club Excellence to increase the impact of respective resources and networks. Through the Club Excellence program, the SDRCC will disseminate its educational tools, in both official languages, to sport

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organizations and their volunteer administrators to reduce the risk of sports-related disputes through sound policy-making, fair decision-making and best governance practices. The partnership is expected to be formalized in the new fiscal year.

### **3.3 Explore potential initiatives associated with the Toronto 2015 Pan/Parapan American Games and other international opportunities**

The SDRCC communicated to Toronto 2015 and to the Pan American Sports Organization its offer to provide on-site dispute resolution services during the Toronto 2015 Pan/Parapan American Games. It is not expected that any formal operations will take place at those Games, but informal discussions are ongoing about other potential collaboration areas between SDRCC and PASO.

SDRCC representatives were invited to speak at international conferences during the period. The Executive Director delivered an interactive presentation on the Case Management Portal at the ODR Forum, an international congress on online dispute resolution held in June 2013, in Montreal. Overwhelmingly positive feedback was received following the presentation, along with invitations for future speaking opportunities. Also in June 2013, Board member Frank Fowlie represented the SDRCC as a panelist on mediation in sport at the Forum of the Union internationale des avocats in Prague, Czech Republic.

### **3.4 Complete the internship pilot project and formulate recommendations for a permanent program**

The year-round internship pilot project was evaluated early in the period. This program provides opportunities for the SDRCC to interact with Canadian universities and with students enrolled in academic programs of relevance to SDRCC's work. The SDRCC greatly benefits from the students' work in the advancement of its projects while providing meaningful workplace experience to the interns. Subject only to funding, the initiative was approved to become a permanent internship program in the fall of 2013.

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

### **4.1 Implement and test the new risk management system and review financial policies accordingly**

The risk management system was fully implemented during the period. A review of the risk matrix at the end of the period revealed that the majority of residual risks were rated at the lower end of scale between somewhat important and negligible and control effectiveness rated as mostly excellent or strong. Prescribed action items recommended by the consultants were addressed to ensure that the overall risk was deemed acceptable by the SDRCC Board of Directors.

A thorough review of the Financial Administration Policy was conducted to ensure that SDRCC financial processes were current and effective. The revised policy was adopted by the Board of Directors in November 2013.

With the help of an expert consultant, the SDRCC created and adopted a succession plan for the Executive Director/CEO position. The development project included consultations with key SDRCC stakeholders and a review of existing processes. The plan proposes a strategy and appropriate tools to ensure seamless transition in the event of a planned or sudden vacancy.

### **4.2 Deliver the Board orientation program following new nominations and implement formal Board evaluation**

Five (5) new members of the Board of Directors and a new Chairman were named by the Minister of State (Sport) during the period. New Board members participated in an orientation session in September 2013. All Board members received a copy of the SDRCC Board of Directors Handbook, a new resource that provides an overview of the organization, its governance structure, a description of responsibilities for committee members and chairpersons, references to key corporate documents and policies, as well as a self-evaluation tool.



The Board of Directors also held an in-person business meeting in March 2014 where a professional development session was delivered by a guest speaker. Board members reviewed and discussed the results of their first self-evaluation exercise. The self-evaluation tool will be improved and the process conducted on an annual basis moving forward.

#### **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 2012–2013 SDRCC Annual Report was delivered to the Minister of State (Sport) in July 2013 and the SDRCC Annual Public meeting was held in Gatineau on September 27, 2013.

A contracted bookkeeper provided accounting services for the SDRCC during the Period. Collins Barrow LLP, Chartered Accountants, audited the accounts and financial transactions of the SDRCC and submitted its written report to the Audit and Finance Committee of the SDRCC on June 10, 2014. The Auditor's Report was approved by the Board of Directors of the SDRCC on July 15, 2014. The Auditor's Report, presented on page 16 of this report, states that the policies of the SDRCC are in accordance with Canadian generally accepted accounting principles and that the SDRCC is considered economically dependent upon government funding for its financial operations.

Sport Canada's contribution to the SDRCC for the Period was **\$1,000,000**. The approved financial statements show that related expenses amounted to a total of **\$959,597** broken down as follows:

- **\$174,333** for administration, including office, governance, and communication;
- **\$39,568** for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- **\$331,156** for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- **\$414,540** for human resources, including professional services as well as salaries and benefits for the SDRCC staff.

The cost of the tribunal activities has been rising above budgeted amounts over the past few fiscal years. The unpredictability of the number and complexity of cases that will be filed with the SDRCC is a challenge every year when it is time to plan the SDRCC budget for grant applications. In 2013–14, it reached \$32,773 over the amount budgeted, but once again SDRCC management compensated for this through strict financial monitoring and cost-controls in other areas of operations and through postponement of projected expenses that were not time-sensitive. As a result, an excess of revenues over expenses of **\$45,154** for the Period was recorded and will be returned to Sport Canada.

The SDRCC also generated \$9,002 in independent revenues for the Period.

As required by Section 32 of the Act, the SDRCC Corporate Plan for the 2014–2015 fiscal year was delivered to the Minister of State (Sport) on February 28, 2014. The plan indicated that the SDRCC would: (i) continue to provide professional, client-oriented and uncomplicated sport dispute prevention and resolution services; (ii) develop new resources to assist parties and legal representatives in better understanding the SDRCC dispute resolution processes; (iii) provide innovative education tools and resources to help members of the Canadian sport community prevent disputes and, when they arise, to manage them more fairly; (iv) establish new partnerships to widen the scope of influence of its dispute prevention publications and initiatives; and (v) practise transparent and responsible management and governance. The corporate plan presented a budget that included expenditures of \$1,000,000. The projected expenditures include: \$128,500 for administration, \$40,000 for official languages, \$342,000 for operations, and \$489,500 for human resources.

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





## 2013–2014 Dispute Resolution Secretariat Activities

Forty-one (41) cases were filed before the SDRCC during the Period.

The Ordinary Tribunal received 26 new requests dealing with issues such as team selection, athlete carding, discipline, and governance matters. Seven (7) of these cases were urgent in nature and were resolved in three (3) days or less. In the lead up to the Sochi 2014 Winter Olympic Games, the SDRCC was seized of five (5) appeals regarding Olympic team selection. No dispute arose from the selection of the 2014 Paralympic team.

Four (4) cases were resolved by consent of the parties, and 21 cases were decided by an arbitral award, while one (1) request was withdrawn. From the day the SDRCC was seized of the request, the average delay for an arbitral award to be rendered was 20 days; the average duration of cases resolved by settlement agreement was 18.5 days.

In the Doping Tribunal, 13 new doping violation assertions were filed, three (3) of which were determined by an arbitral decision. Eight (8) 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. Two (2) cases were still in progress at the time of printing. The average

time for resolution of doping cases was 53 days. It is notable that three (3) cases were headed to a full arbitration and, only a few days before each of the hearings were set to take place, the athletes decided to waive their right to a hearing.

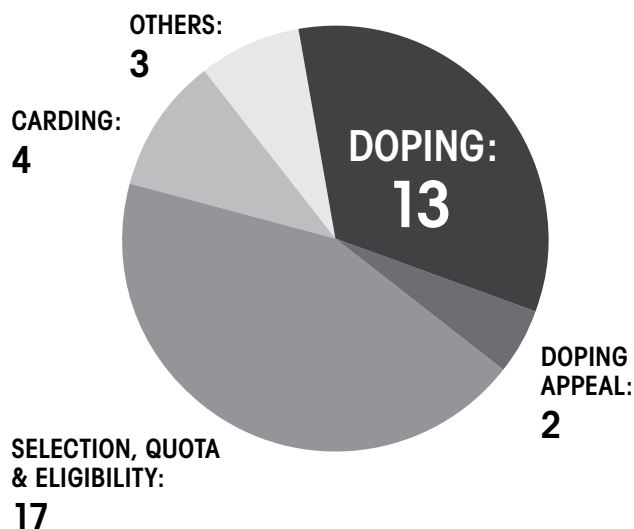
Two (2) Doping Appeals were filed with the SDRCC during the period, one (1) of which was withdrawn by the athlete. In the other case, a Jurisdictional Arbitrator ruled that SDRCC lacked jurisdiction because the appeal was filed beyond the time limit set in the Canadian Anti-Doping Program.

The new cases originated from 20 different sports including five (5) which were involved in three (3) or more cases during the Period. All sports-related disputes submitted to the SDRCC during the Period were managed fairly and efficiently in accordance with the highest standards of arbitration and mediation practice.

Parties to SDRCC proceedings benefitted from access to free legal advice and services through the SDRCC *Pro Bono* program. Partial statistics obtained by the SDRCC show that, during the Period, legal representatives from the SDRCC *Pro Bono* list assisted in at least 30 cases and saved parties over an estimated \$200,000 in legal fees.

### TYPE OF DISPUTE

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



### DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Wrestling	7
Canoe-Kayak	5
Football	3
Taekwondo	3
Snowboard	3
Athletics	2
Cross Country Ski	2
Cycling	2
Judo	2
Speed Skating	2
Swimming	2

*Sports from which only one dispute was submitted were: Bobsleigh, Cricket, Fencing, Rugby, Shooting, Soccer, Volleyball, Weightlifting, and Wheelchair Rugby.*

# 2013–2014 Statistics on Cases

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2013 to March 31, 2014)

File Number Division Type of request	Sport	Type of dispute	Member filing the request	Arbitrator or Mediator	Length of proceeding	Solution	Legal representative
SDRCC 13-0193 Ordinary Division Arbitration	Karate	Eligibility	Officials	Richard. W. Pound	255 days (January 18 to September 30, 2013)	Consent/settlement	Louise R. Guerrette (Officials) Michaël Bardagi (NSO)
SDRCC 13-0198 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	James W. Hedley	51 days (April 17 to June 7, 2013)	Appeal denied	Johanne Imbeau (GC)
SDRCC 13-0199 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Graeme Mew	62 days (May 1 to July 2, 2013)	Appeal allowed	Emir Crowne (Athlete) Peter Lawless (NSO)
SDRCC 13-0200 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Stephen L. Drymer	31 days (June 3 to July 4, 2013)	Appeal allowed	
SDRCC 13-0201 Ordinary Division Arbitration	Cricket	Selection	Athletes	Stewart McInnes	3 days (June 24 to June 27, 2013)	Appeal denied	
SDRCC 13-0202 Ordinary Division Arbitration	Wrestling	Selection	Athlete	John Harrison Welbourn	1 day (July 3 to July 4, 2013)	Appeal denied	
SDRCC 13-0203 Ordinary Division Arbitration	Wrestling	Selection	Coach	Steven C. Gaon	8 days (July 31 to August 8, 2013)	Consent/Settlement	
SDRCC 13-0204 Ordinary Division Arbitration	Volleyball	Discipline	PSO	Stephen L. Drymer	2 days (August 6 to August 8, 2013)	Appeal denied	
SDRCC 13-0205 Ordinary Division Arbitration	Taekwondo	Selection	Athlete	Ross C. Dumoulin	6 days (August 6 to August 12, 2013)	Appeal allowed	
SDRCC 13-0206 Ordinary Division Arbitration	Cycling	Doping	Athlete	Richard H. McLaren	6 days (September 12 to September 18, 2013)	Appeal allowed	James Bunting & Chantelle T. Spagnola (Athlete)
SDRCC 13-0207 Ordinary Division Arbitration	Canoe-Kayak	Eligibility	Athlete	Michel G. Picher	60 days (October 19 to December 18, 2013)	Appeal allowed	
SDRCC 13-0208 Ordinary Division Arbitration	Taekwondo	Governance	PSO	Carol Roberts (Jurisdictional)	10 days (October 25 to November 4, 2013)	Appeal denied	
SDRCC 13-0209 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Graeme Mew	36 days (November 7 to December 13, 2013)	Appeal allowed	Emir Crowne (Athlete) Annie Bourgeois (Affected Party) Peter Lawless (NSO)
SDRCC 13-0210 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Julie Duranceau	22 days (November 18 to December 10, 2013)	Consent/Settlement	John Curtis (Athlete) Don McClean (NSO)
SDRCC 13-0211 Ordinary Division Arbitration	Bobsleigh	Selection	Athlete	Graeme Mew	9 days (November 18 to November 27, 2013)	Appeal denied	Emir Crowne (Athlete) Paul Greene (Affected Party) Sarah Storey (NSO)



<b>File Number Division Type of request</b>	<b>Sport</b>	<b>Type of dispute</b>	<b>Member filing the request</b>	<b>Arbitrator or Mediator</b>	<b>Length of proceeding</b>	<b>Solution</b>	<b>Legal representative</b>
SDRCC 13-0212 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Allan J. Stiff	32 days (November 25 to December 27, 2013)	Consent/Settlement	Don McClean (NSO)
SDRCC 13-0213 Ordinary Division Arbitration	Shooting	Selection	Athlete	Richard. W. Pound (Jurisdictional)	38 days (December 2, 2013 to January 9, 2014)	Appeal denied	LeeAnn L. Cupidio (NSO)
SDRCC 13-0214 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Robert Décarý	4 days (December 5 to December 9, 2013)	Appeal allowed	Louise R. Guerrette (Athlete) Jake Cabott (Athlete)
SDRCC 14-0215 Ordinary Division Arbitration	Fencing	Selection	Athlete	Jane H. Devlin	19 days (January 2 to January 21, 2014)	Appeal allowed	Emir Crowne (Athlete) Annie Bourgeois (NSO)
SDRCC 14-0216 Ordinary Division Arbitration	Judo	Carding	Athlete	David Bennett	12 days (January 9 to January 21, 2014)	Consent/Settlement	
SDRCC 14-0217 Ordinary Division Arbitration	Cross country Ski	Selection	Athlete	Patrice M. Brunet	2 days (January 22 to January 24, 2014)	Appeal allowed	
SDRCC 14-0218 Ordinary Division Arbitration	Snowboard	Selection	Athlete	John Harrison Welbourn	1 day (January 23 to January 24, 2014)	Appeal denied	
SDRCC 14-0219 Ordinary Division Arbitration	Snowboard	Selection	Athlete	Carol Roberts	0 days (January 24, 2014)	Appeal denied	
SDRCC 14-0220 Ordinary Division Arbitration	Cross country Ski	Selection	Athlete	Patrice M. Brunet	0 days (January 26, 2014)	Request withdrawn	Brian Ward (Athlete)
SDRCC 14-0221 Ordinary Division Arbitration	Taekwondo	Selection	Athlete	John Harrison Welbourn	15 days (February 18 to March 5, 2014)	Appeal allowed	
SDRCC 14-0222 Ordinary Division Arbitration	Rugby	Other	Club	Richard. W. Pound	7 days (March 14 to March 21, 2014)	Appeal allowed	
SDRCC 14-0223 Ordinary Division Arbitration	Swimming	Other	Athletes	Larry Banack	64 days (March 24 to May 27, 2014)	Appeal allowed	Benoit Girardin (NSO)

## 2013–2014 Statistics on Cases

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2013 to March 31, 2014)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Result	Legal representative
SDRCC DT 13-0193 Doping Tribunal Arbitration	Athletics	Athlete		46 days (April 26 to June 11, 2013)	Waiver	James Bunting & Kristin Jeffery (Athlete), David Lech & Luisa Ritacca (CCES)
SDRCC DT 13-0194 Doping Tribunal Arbitration	Wrestling	Athlete	Patrice M. Brunet	96 days (April 10 to July 15, 2013)	Sanction: 2-Year Ineligibility	David Lech (CCES)
SDRCC DT 13-0195 Doping Tribunal Arbitration	Swimming	Athlete	Stephen L. Drymer	125 days (May 2 to September 4, 2013)	Sanction: 11-Month Ineligibility	Morgan Martin (Athlete) Yann Bernard, Annie Bourgeois & David Lech (CCES)
SDRCC DT 13-0196 Doping Tribunal Arbitration	Wrestling	Athlete		5 days (May 8 to May 13, 2013)	Waiver	
SDRCC DT 13-0197 Doping Tribunal Arbitration	Weightlifting	Athlete		12 days (June 27 to July 9, 2013)	Waiver	
SDRCC DT 13-0198 Doping Tribunal Arbitration	Football	Athlete	Barbara Cornish	(July 16, 2013)	In progress	David Lech (CCES)
SDRCC DT 13-0199 Doping Tribunal Arbitration	Wheelchair Rugby	Athlete		46 days (July 29 to September 13, 2013)	Waiver	James Bunting & Nicholas Van Exan (Athlete) Luisa Ritacca (CCES)
SDRCC DT 13-0200 Doping Tribunal Arbitration	Judo	Athlete		79 days (August 13 to October 31, 2013)	Waiver	
SDRCC DT 13-0201 Doping Tribunal Arbitration	Cycling	Athlete		76 days (October 25, 2013 to January 9, 2014)	Waiver	Derek A. Schmuck & Jordan Fletcher (Athlete), David Lech & Alexandre Malfas (CCES)
SDRCC DT 13-0202 Doping Tribunal Arbitration	Football	Athlete		17 days (November 19 to December 6, 2013)	Waiver	Jordan Goldblatt (Athlete)
SDRCC DT 13-0203 Doping Tribunal Arbitration	Canoe-Kayak	Athlete	Richard H. McLaren	23 days (March 31 to April 23, 2014)	Sanction: 2-Month Ineligibility	Andrew Carlson (Athlete) Justin Safayeni & Luisa Ritacca (CCES)
SDRCC DT 13-0204 Doping Tribunal Arbitration	Football	Athlete		62 days (December 19, 2013 to February 19, 2014)	Waiver	
SDRCC DT 14-0205 Doping Tribunal Arbitration	Athletics	Athlete		(May 9, 2014)	In progress	Jordan Goldblatt (Athlete) David Lech (CCES)





SPORT DISPUTE RESOLUTION CENTRE OF CANADA

**SYNOPSIS OF CASES BEFORE THE DOPING APPEAL TRIBUNAL** (from April 1, 2013 to March 31, 2014)

File Number Division Type of request	Sport	Member filing the appeal	Arbitrator	Length of proceeding	Result	Legal representative
SDRCC DAT 13-0002 Doping Appeal Tribunal Arbitration	Wrestling	Athlete	Andrew D. McDougall (Jurisdictional)	21 days (July 15 to August 5, 2013)	Jurisdiction denied	Emir Crowne (Athlete) David Lech (CCES)
SDRCC DAT 13-0003 Doping Appeal Tribunal Arbitration	Wrestling	Athlete		30 days September 3 to October 3, 2013)	Request withdrawn	David Lech (CCES)



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# Auditors' Report for the 2013–2014 Fiscal Year

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

### **FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED MARCH 31, 2014**

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## **CONTENTS**

---

Independent Auditor's Report

Financial Statements

Statement of Financial Position

Statement of Changes in Net Assets

Statement of Operations

Statement of Cash Flows

Notes to the Financial Statements

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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, 2014, 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, 2014, 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 Montreal S.E.N.C.R.L. /LLP* <sup>1</sup>

Montréal, Québec  
July 16, 2014

<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, 2014**

	2014	2013
<b>ASSETS</b>		
<b>Current</b>		
Cash (Note 3)	\$ 184,611	\$ 173,540
Accounts receivable	500	750
Sales taxes receivable	23,160	16,998
Prepaid expenses	<u>12,525</u>	<u>15,286</u>
	220,796	206,574
<b>Capital assets (Note 4)</b>	<u>16,795</u>	<u>21,546</u>
	<u>\$ 237,591</u>	<u>\$ 228,120</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 5)	\$ 122,055	\$ 150,660
Contribution payable, payable on demand and non-interest bearing (Note 6)	<u>45,154</u>	<u>11,329</u>
	<u>167,209</u>	<u>161,989</u>
<b>NET ASSETS</b>		
Invested in capital assets	16,795	28,553
Unrestricted	<u>53,587</u>	<u>37,578</u>
	<u>70,382</u>	<u>66,131</u>
	<u>\$ 237,591</u>	<u>\$ 228,120</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, 2014**

	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>2014</u>	<u>2013</u>
Balance, beginning of year	\$ 21,546	\$ 44,585	\$ <b>66,131</b>	\$ 62,676
Excess (deficiency) of revenue over expenditures for the year	(5,353)	9,604	<b>4,251</b>	3,455
Investment in capital assets	<u>602</u>	<u>(602)</u>	<u>-</u>	<u>-</u>
<b>Balance, end of year</b>	<b><u>\$ 16,795</u></b>	<b><u>\$ 53,587</u></b>	<b><u>\$ 70,382</u></b>	<b><u>\$ 66,131</u></b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEAR ENDED MARCH 31, 2014**

	2014	2013
<b>Revenue (Note 6)</b>		
Contribution	\$ 1,000,000	\$ 980,222
Other revenue	9,002	7,300
Reimbursement of excess contribution (Note 6)	<u>(45,154)</u>	<u>(11,329)</u>
	<u>963,848</u>	<u>976,193</u>
<b>Expenditures</b>		
<b>General and administrative</b>		
Professional fees	35,573	83,279
Rent	49,637	49,442
Travelling expenses	21,596	17,382
Promotion and communications	20,258	8,023
Office expenses	10,871	26,896
Meeting	7,945	16,454
Insurance	9,299	9,088
Meals and entertainment	8,442	1,377
Telephone and telecommunications	5,254	4,759
Amortization	5,353	6,634
Interest and bank charges	105	384
	<u>174,333</u>	<u>223,718</u>
<b>Human resources</b>		
Salaries and benefits	385,645	377,157
Training	18,871	13,149
Professional fees	10,024	1,199
	<u>414,540</u>	<u>391,505</u>
<b>Official languages</b>		
Translation of decisions	28,222	24,562
Translation of documents	11,346	13,382
	<u>39,568</u>	<u>37,944</u>
<b>Operations</b>		
Case fees	212,773	215,889
Training of arbitrators and mediators	60,833	13,150
Education expenses	57,550	90,532
	<u>331,156</u>	<u>319,571</u>
	<u>959,597</u>	<u>972,738</u>
<b>Excess of revenue over expenditures for the year (Note 6)</b>	<u>\$ 4,251</u>	<u>\$ 3,455</u>

See accompanying notes

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED MARCH 31, 2014**

	<b>2014</b>	<b>2013</b>
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditures for the year	\$ 4,251	\$ 3,455
Adjustment for		
Amortization of capital assets	<u>5,353</u>	<u>6,634</u>
Total adjustments	<b>9,604</b>	10,089
Net change in non-cash working capital items		
Decrease (increase) in accounts receivable	250	(551)
(Increase) decrease in sales taxes receivable	<b>(6,162)</b>	32,123
Decrease (increase) in prepaid expenses	<b>2,761</b>	(3,020)
Decrease in accounts payable and accrued liabilities	<b>(28,605)</b>	(16,660)
Increase (decrease) in contribution payable	<u><b>33,825</b></u>	<u>(40,803)</u>
Cash (used in) provided by operating activities	<b>11,673</b>	(18,822)
<b>Cash flows from investing activity</b>		
Purchase of capital assets	<u>(602)</u>	<u>(3,082)</u>
<b>Increase (decrease) in cash</b>	<b>11,071</b>	(21,904)
<b>Cash, beginning of year</b>	<u><b>173,540</b></u>	<u>195,444</u>
<b>Cash, end of year</b>	<u><b>\$ 184,611</b></u>	<u>\$ 173,540</u>

*See accompanying notes*



# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2014

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#### 1. Nature of operations

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (Bill C-12) 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, 2014**

**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, accounts receivable, sales tax receivable and contribution receivable.

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

**(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 \$143,229 (2013 - \$141,929) 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. Capital assets**

	<u>2014</u>			<u>2013</u>
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 48,956	\$ 39,345	\$ 9,611	\$ 12,014
Computer equipment	35,940	28,756	7,184	9,532
	<u>\$ 84,896</u>	<u>\$ 68,101</u>	<u>\$ 16,795</u>	<u>\$ 21,546</u>

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2014**

**5. Accounts payable and accrued liabilities**

Included in accounts payable and accrued liabilities are approximately \$14,375 (2013 - \$14,500) of payroll deductions at source.

**6. Government contributions**

During the year, the organization was granted \$1,000,000 (2013 - \$980,222) in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2014, there is a net balance payable to Sport Canada of \$45,154 (2013 - \$11,329) which has been recorded in the financial statements.

The reimbursement of the excess contribution consists of the following:

	<u>2014</u>	<u>2013</u>
Excess of revenue over expenditures for the year	\$ 4,251	\$ 3,455
Reimbursement of excess contribution	<u>45,154</u>	<u>11,329</u>
Revenue before adjustment for contribution	49,405	14,784
Other revenue (net of expenses)	(9,002)	(7,007)
Amortization	5,353	6,634
Capital assets acquisition for the year	<u>(602)</u>	<u>(3,082)</u>
Reimbursement of excess contribution and contribution payable at year-end	<u>\$ 45,154</u>	<u>\$ 11,329</u>

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

**7. Commitments**

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

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

2015	\$ 53,091
2016	53,091
2017	53,091
2018	<u>35,394</u>
	<u>\$ 194,667</u>

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2014**

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**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.

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## Board of Directors

The Board of Directors of the SDRCC is appointed by the Minister of State (Sport). It reflects regional and cultural diversity, and is representative of the Canadian sports system. The SDRCC 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, 2014)

**ALLAN J. SATTIN** (Calgary, AB)  
Chairman of the Board of Directors (*since July 13, 2013*)  
Chairman, Executive Committee  
(*The Chairman is an ex-officio member of all committees except the Audit Committee*)

**LUC ARSENEAU** (Dieppe, NB)  
Communication & Technology Committee  
Human Resources Committee

**JEAN R. DUPRÉ** (Montréal, QC) (*since July 13, 2013*)  
Executive Committee  
Human Resources Committee  
International Committee

**MIRAY CHESKES GRANOVSKY** (Toronto, ON)  
Chairperson, Complaints Committee  
Executive Committee  
ADR Services Committee  
International Committee

**DASHA PEREGOUDOVA** (Toronto, ON) (*since July 13, 2013*)  
Audit & Finance Committee  
Complaints Committee  
Human Resources Committee

**MICHAEL A. SMITH** (Ottawa, ON)  
Executive Committee  
ADR Services Committee  
International Committee

**ANTHONY WRIGHT** (Vancouver, BC) (*since July 13, 2013*)  
ADR Services Committee  
Communication & Technology Committee  
International Committee

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

**DAVID DE VLEIGER** (Calgary, AB) (*since July 13, 2013*)  
Chairman, Audit & Finance Committee  
Executive Committee  
ADR Services Committee  
Complaints Committee

**FRANK FOWLIE** (Geneva, Switzerland)  
Chairman, International Committee  
ADR Services Committee  
Communication & Technology Committee

**MARG MCGREGOR** (Ottawa, ON) (*since July 13, 2013*)  
Chairperson, Communication & Technology Committee  
Human Resources Committee  
International Committee

**JOHN REID** (Ottawa, ON)  
Chairman, ADR Services Committee  
Audit & Finance Committee

**JUDITH ANN TUTTY** (Mississauga, ON)  
Chairperson, Human Resources Committee  
Communication & Technology Committee  
Complaints Committee

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The following Directors completed their final mandate on July 12, 2013:

**CARLA QUALTROUGH** (Chairperson)  
**ANNE BENEDETTI**  
**CLAYTON MILLER**  
**AIMABLE NDEJURU**

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



## Staff

The SDRCC has five full-time permanent staff members including the Executive Director and CEO, **MARIE-CLAUDE ASSELIN**, and:

**LIANE MENDELSON**, Administrative Assistant

**TANYA GATES**, Operations Manager

**CYNTHIA COLAS LIVERNOIS**, Education and Communication Coordinator (*Since October 28, 2013*)

**CATHERINE MEINRATH**, Case Manager (*Since May 12, 2014*)

**JULIE STRONACH**, Education and Communication Coordinator (*Until September 27, 2013*)

**MARJHA THÉNOR BEAUCHAMPS**, Case Manager (*Until January 24, 2014*)

**NATHALIE LABELLE**, Case Manager (*From February 10 until April 14, 2014*)

**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 2013–2014 Period.

## Arbitrators and Mediators

Arbitrators and Mediators until March 31, 2014 by province:

### ALBERTA

Vanessa Gray (Mediator)

Roger Gunn (Mediator)

Ian R. MacDonald (Mediator)

John Harrison Welbourn (Arbitrator)

### BRITISH-COLUMBIA

Barbara Cornish (Mediator/Arbitrator)

Carol L. Roberts (Arbitrator)

John P. Sanderson (Mediator/Arbitrator)

Tricia C.M. Smith (Arbitrator)

### MANITOBA

James W. Hedley (Arbitrator)

### NORTHWEST TERRITORIES

Cayley Jane Thomas (Mediator/Arbitrator)

### NOVA SCOTIA

Peter J. Mackeigan (Mediator)

The Honourable Stewart McInnes (Mediator/Arbitrator)

### ONTARIO

Greg Ambrozic (Mediator)

Larry Banack (Arbitrator)

Roger Beaudry (Mediator)

David Bennett (Mediator)

David I. Bristow (Mediator/Arbitrator)

Rick Brooks (Mediator)

Jane H. Devlin (Mediator/Arbitrator)

Ross C. Dumoulin (Arbitrator)

Hugh L. Fraser (Arbitrator) (*until November 22, 2013*)

Steven C. Gaon (Mediator)

Paul Denis Godin (Mediator)

Kathleen J. Kelly (Mediator)

Andrew D. McDougall (Arbitrator)

Richard H. McLaren (Arbitrator)

Graeme Mew (Mediator/Arbitrator)

Gordon E. Peterson (Mediator/Arbitrator)

Michel G. Picher (Mediator/Arbitrator)

Anne Sone (Mediator)

Allan Stiitt (Mediator/Arbitrator)

George W. Taylor (Mediator)

### QUEBEC

Dominique F. Bourcheix (Mediator)

Patrice M. Brunet (Arbitrator)

Robert Décary (Arbitrator)

Stephen L. Drymer (Mediator/Arbitrator)

Julie Duranceau (Mediator)

L. Yves Fortier (Arbitrator)

The Honourable Paule Gauthier (Mediator/Arbitrator)

The Honourable Marc Lalonde (Mediator)

Richard W. Pound (Arbitrator)

Janie Soublière (Arbitrator)

François Tremblay (Arbitrator)









**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**

1080, Beaver Hall, Suite 950, Montréal (Québec) H2Z 1S8

**Local Numbers:** T: 514-866-1245 F: 514-866-1246  
**Toll Free Numbers:** T: 1-866-733-7767 F: 1-877-733-1246



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