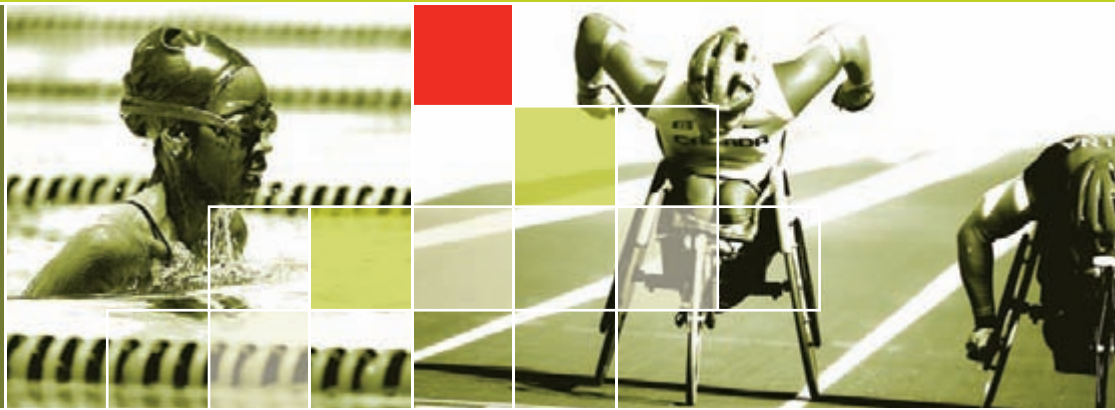


SPORT DISPUTE RESOLUTION CENTRE OF CANADA



REPORT ON THE OPERATIONS OF THE SDRCC 2007-2008

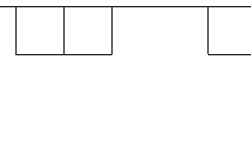
From the Chairperson
of the SDRCC
ALLAN J. STITT

July 31, 2008



CRDSC  SDRCC

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INTRODUCTION

The Sport Dispute Resolution Centre of Canada (the “SDRCC”) was created in June 2003 by an Act of Parliament, the Physical Activity and Sport Act (the “Act”). The members of the Board of Directors of the SDRCC (the “Board”) were appointed by the Minister of Canadian Heritage. The Board is composed of voluntary members and has the mandate to direct the SDRCC and oversee its activities. This report reviews the operations and assesses the results of the activities of the SDRCC for the period from April 1, 2007 to March 31, 2008 (the “Period”).

PARTICIPANTS

Chairperson Allan J. Stitt and Executive Director Marie-Claude Asselin prepared this report on behalf of the SDRCC Board of Directors.

The members of the Board of Directors for 2007-2008 are:

MEMBERS

Allan J. Stitt (Chairperson)

Anne Benedetti (since July 13, 2007)

Alexandre Charbonneau (since July 13, 2007)

Susanne Dandenault

Bruce Kidd

Clayton Miller (since July 13, 2007)

Aimable Ndejuru (since July 13, 2007)

Dianne Norman

Gordon Peterson

Tamar Pichette

Carla Qualtrough (since July 13, 2007)

Steven Sugar

Marie-Claude Asselin, Executive Director

Biographies of the members of the Board and staff can be found in Appendix A.

SUMMARY OF THE CORPORATE PLAN SUBMITTED TO THE SECRETARY OF STATE (FOREIGN AFFAIRS AND INTERNATIONAL TRADE) (SPORT)

The Board of Directors prepared the corporate plan and budget to cover the Period. The corporate plan was designed to facilitate achievement of the SDRCC's mandate under the Act. A copy of the corporate plan is attached in Appendix B. The SDRCC received \$810,000 in financial support from Sport Canada during the Period.

CORPORATE PLAN

The SDRCC had the following objectives during the Period:

OBJECTIVE 1: Enhance excellence in sport by improving the sport system through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in Canada

- 1.1 Implement the amendments to the Code and build the role of the Resolution Facilitator
- 1.2 Promote mediation and the use of resolution facilitation in sports-related disputes and to prevent sports-related disputes
- 1.3 Improve the knowledge base of the SDRCC by training staff and developing a comprehensive bank of information and resources in ADR
- 1.4 Develop a fee for service program to serve non-funded sports organizations and their members
- 1.5 Further educate the mediators and arbitrators
- 1.6 Consider the best location for the head office
- 1.7 Hire a new Executive Director

OBJECTIVE 2: Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness

- 2.1 Enhance interaction and partnership with the members of the Canadian sport community, particularly the NSOs; educate the sport community about best practices aimed at creating a culture of fairness and implement the communication and education strategies

OBJECTIVE 3: Operate and manage an organization promoting excellence and transparency

- 3.1 Develop and implement transparent management and governance policies
- 3.2 Manage all sports-related disputes in a fair and efficient manner
- 3.3 Ensure that SDRCC policies comply with the Act, its by-laws and agreements

BUDGET

The Plan was designed with a budget for the Period, aggregating \$1,015,000, which included the following components:

\$221,300 for administration and governance

\$50,000 for official languages

\$430,350 for operations, including the management of disputes, the Resource Centre and prevention

\$313,350 for human resources

RESULTS AND PERFORMANCE FOR 2007-2008

ACHIEVING THE OBJECTIVES OF THE CORPORATE PLAN

This section assesses the results achieved during the Period.

OBJECTIVE
01 ENHANCE EXCELLENCE IN SPORT BY IMPROVING THE SPORT SYSTEM THROUGH THE PREVENTION OR REDUCTION OF SPORTS-RELATED DISPUTES, THUS CREATING A CULTURE OF FAIRNESS IN CANADA

1.1 Implement the amendments to the Code and build the role of the Resolution Facilitator

Amendments to the Canadian Sport Dispute Resolution Code were implemented on May 1, 2007. The SDRCC now appoints mediators from its roster on a rotational basis to act as resolution facilitators. Initially adopted as an interim solution as a result of staff changes, this process has proven effective and has also enabled newly named SDRCC mediators to gain some valuable experience.

Out of 9 mandatory resolution facilitation sessions held during non-doping cases in 2007-2008, only one was resolved by settlement agreement before the arbitration hearing. However, in 7 of the other cases, even when a settlement was not reached, the resolution facilitation process has proven useful in helping parties better understand the SDRCC dispute resolution processes, clarify the issues to be addressed by the arbitrator during the hearing, as well as agree on a statement of facts to avoid the presentation of evidence that would be undisputed. These agreements on preliminary matters make the arbitration process more efficient and less costly for parties.

Participation in the resolution facilitation process does not delay the arbitration and allows the parties to discuss their differences, exchange ideas on potential solutions, maintain a relationship, and search for a solution that meets each party's interests.

1.2 Promote mediation and the use of resolution facilitation in sports-related disputes and to prevent sports-related disputes

In addition to resolution facilitation being mandatory for parties requesting arbitration services, mediation and med/arb are options that are being promoted through the website and the newsletter. Potential users of the tribunal services are briefed thoroughly by SDRCC staff on their dispute resolution options, including the advantages of mediation and resolution facilitation where appropriate. Of the 16 non-doping cases filed in 2007-2008, 3 were resolved through resolution facilitation or mediation.

Resolution facilitation is also offered as a tool to prevent disputes, and members of the sport community may request the services of a resolution facilitator at any time when a

disagreement or a simple misunderstanding has the potential to degenerate into a dispute. Efforts to promote this service have not led to any request yet.

1.3 Improve the knowledge base of the SDRCC by training staff and developing a comprehensive bank of information and resources in ADR

During the Period, the SDRCC trained its personnel to allow them to respond more efficiently and competently to the needs of the Canadian sport community. To this end, training was provided to the SDRCC staff in alternate dispute resolution and computer software for case management. The SDRCC employees participated in a strategic and operational planning session to implement the new strategic goals adopted by the Board in November 2007. The session also enabled new staff members to familiarize themselves with dispute resolution in sport settings.

As part of developing a comprehensive bank of information and resources in ADR, the SDRCC acquired several new publications and periodicals to enhance the Dispute Prevention Resource Centre library. During the Period, the SDRCC also revived its newsletter "In the Neutral Zone" into an online publication that is published three times per year.

1.4 Develop a fee for service program in order to serve non-funded sport organizations and their members

The SDRCC has started to explore the possibility of supplying dispute prevention and resolution services to sport organizations not subsidized by Sport Canada and their members. The primary target group for this initiative is sport organizations at the provincial level. The SDRCC is working with provincial and territorial sport federations that have demonstrated interest in this initiative.

1.5 Further educate the mediators and arbitrators

On May 1, 2007, the new list of 41 mediators and arbitrators came into effect. The members of the new roster, who will offer their services until December 31, 2009, received initial training in January 2007 following appointment to the list. The list of SDRCC mediators and arbitrators can be found in Appendix F of this report.

An arbitrator and mediator conference was planned for the fiscal year 2007-2008. Given the transitional challenges surrounding the office relocation and the hiring of two permanent staff members, the conference was postponed to October 2008. This postponement will also allow the SDRCC to educate its

arbitrators in a timely fashion about the new anti-doping rules coming into effect on January 1, 2009.

1.6 Consider the best location for the head office

The SDRCC has moved its office from Laval, Quebec, to the heart of the business district in downtown Montreal. Occupying a slightly larger area, the new office now has a fully equipped boardroom to host meetings, mediation sessions and arbitration hearings. The new meeting facility can accommodate up to 14 people. It is conveniently located on the Montreal subway and at walking distance from the central train station.

The official opening of the new office took place on February 28, 2008.

1.7 Hire a new Executive Director

The new Executive Director was hired on February 21, 2007 and started working with the SDRCC on March 12. After three weeks of orientation with Benoit Girardin, Marie-Claude Asselin officially began her mandate as Executive Director in April 2007.

OBJECTIVE
02 STRENGTHEN THE CAPACITY OF OUR SPORT COMMUNITY LEADERS AND PARTICIPANTS BY CREATING A POSITIVE CULTURE OF FAIRNESS

2.1 Enhance interaction and partnership with the members of the Canadian sport community, particularly the NSOs; educate the sport community about best practices aimed at creating a culture of fairness and implement the communication and education strategies

The SDRCC Board of Directors promotes a preventive approach to sports-related disputes, with emphasis on education to help the sport community establish and adopt management and decision-making processes that are fair and that will reduce the risks of misunderstandings, disagreements, and disputes. This approach has been generally accepted by the sport community.

The SDRCC attended several MSO events in 2007. The Executive Director participated in workshops and roundtable discussions on dispute prevention at the annual events of AthletesCan, Coaches of Canada, and Sports Officials of Canada, as well as at the Sport Leadership Conference. At these events, the SDRCC also conducted individual meetings with representatives from eleven NSOs and five MSOs to discuss their needs and interest in dispute prevention.

In addition to participating in events, the SDRCC conducted a training session for the staff of Sport Solution, developed a new partnership with Coaches of Canada, and hosted a workshop for NSOs under the banner of the SIRC Seminar Series on the prevention of selection disputes.

As part of its new communication strategy, the SDRCC adopted a new logo and new branding, removing ADRsportRED and replacing it with SDRCC. Several education and communication initiatives resulted, including the launch of a new website in December 2007, the enhancement and re-editing of existing publications, and the development of new promotional materials. The new SDRCC website is user-friendly, easier to navigate, and proposes new content emphasizing a preventive approach to sports-related disputes.

To increase its physical presence within the sport community and enhance the visibility of the SDRCC at sports organizations' events, the SDRCC has also bought an awareness kiosk.

OBJECTIVE
03 OPERATE AND MANAGE AN ORGANIZATION PROMOTING EXCELLENCE AND TRANSPARENCY

3.1 Develop and implement transparent management and governance policies

During the Period, the SDRCC consolidated its financial and travel policies into a comprehensive financial administration policy, adopted a revised human resource policy, and maintained all other policies as required by the Act, its agreements and by-laws.

A strategic planning retreat was held by the Board of Directors of the SDRCC, shortly after the appointment of five new Board members by the Minister. The primary objective was to renew the SDRCC's long-term strategy and facilitate new Board member orientation. The SDRCC also amended its by-laws on November 30, 2007.

3.2 Manage all sports-related disputes in a fair and efficient manner

All sports-related disputes submitted to the SDRCC during the Period were managed in a fair and efficient manner. From April 1, 2007 to March 31, 2008, 38 sports-related disputes were filed with the SDRCC, including 22 doping cases. The cases originated from 22 sports. Of the 16 non-doping cases, 12 were resolved through arbitration, 3 were resolved by a

RESULTS AND PERFORMANCE FOR 2007-2008

settlement between the parties in either mediation or resolution facilitation, and 1 request was withdrawn by the claimant. The average duration of cases was just under 28 days.

The above statistics reflect the number of *new* cases filed. The numbers reported for previous periods included cases that were filed the year before but resolved that year. Adjusted numbers from previous periods demonstrate that there was an equal

number of non-doping cases and one more doping case in 2007-2008 than in 2006-2007.

During the Period, two appeals were directly linked to team selection for the 2007 Pan-American Games. During the Period, the SDRCC also managed 6 cases related to team selection for the 2008 Olympic Games.

TABLE
01 TYPES OF DISPUTES
The types of disputes dealt with were as follows:

TYPE OF DISPUTE	NUMBER OF CASES
Doping	22
Selection and Eligibility	12
Carding	3
Others	1

TABLE
02 DISPUTES PER SPORT
Requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Athletics	2
Badminton	1
Basketball	2
Bobsleigh	1
Boccia	1
Boxing	2
Cycling	3
Equine Sport	2
Football	7
Freestyle Ski	1
Hockey	1
Kayak	1
Lacrosse	1
Rowing	1
Shooting	1
Ski	1
Softball	1
Synchronized Swimming	1
Triathlon	1
Wheelchair Basketball	3
Wheelchair Sport	1
Wrestling	3

3.3 Ensure that SDRCC policies comply with the Act, its by-laws and agreements

The SDRCC is required to meet several legislative and contractual obligations every year. During the Period, the SDRCC complied with its obligations to develop and submit a corporate plan for the 2008-2009 fiscal year and to prepare a financial report.

As required by Section 32 of the Act, the SDRCC corporate plan for the 2008-2009 fiscal year was submitted on March 1, 2008, to the Secretary of State (Foreign Affairs and International Trade) (Sport). It stated that the SDRCC would: (i) Enhance excellence in sport through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in the Canadian sport system; (ii) Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness; (iii) Operate and manage an organization promoting excellence and transparency. The corporate plan included a budget that set expenditures at \$937,500, including:

- \$176,000 for administration, including office, professional services and governance;
- \$45,000 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$385,500 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention;
- \$331,000 for human resources, including the salaries and benefits for the SDRCC staff

A bookkeeper provided accounting services for the SDRCC during the Period. BDO Dunwoody, Chartered Accountants and Advisors, audited the accounts and financial transactions of the SDRCC and submitted its written report to the Audit Committee of the SDRCC on June 17, 2008. The Auditor's report was approved by the Board of Directors of the SDRCC on July 21, 2008. The Auditor's report is presented in Appendix D of this report. The Auditor's report states that the policies of the SDRCC respect generally accepted Canadian accounting principles and that the SDRCC is considered economically dependant upon government funding for its financial operations.

Sport Canada contribution for the Period amounts to \$810,000, and expenses totalling \$686,221 were incurred during the Period. The expenses included:

- \$225,604 for general and administrative expenses, including office, professional fees and governance;

- \$39,217 for official languages requirements, including translating documents and decisions;
- \$228,807 for the salaries and benefits of the interim and permanent staff; and
- \$192,593 for the services and programs offered by SDRCC, such as case management, prevention, education and training

The SDRCC had a surplus of revenue over expenditures of \$123,779. Before the year-end and before approving the financial statements for the Period, the SDRCC returned to Sport Canada a projected surplus of \$28,369.

CONCLUSION

The SDRCC continues to pursue its objectives of preventing and reducing sports-related disputes in Canada. During the Period, the SDRCC set new long term objectives pertaining to education and dispute prevention as well as to the creation of new partnerships. These initiatives are designed to reduce the number of sports-related disputes and to increase access to dispute prevention and resolution resources to the members of the Canadian sport community.

It is anticipated that the efforts invested in dispute prevention will have the short-term effect of raising awareness among the members of the sport community about what to expect from a fair sport system, thus temporarily increasing the number of requests for dispute resolution services.

In the longer term, however, the emphasis on education and on the prevention of sports-related disputes will have a positive impact on the way in which members of the sport community communicate with each other, design sound policies and make fair decisions. It is expected that such improvements will lead to a reduction of sports-related disputes.

Also, efforts to promote the SDRCC resolution facilitation services will bring about a greater understanding by the

members of the sport community about the value of early resolution of disagreements or misunderstandings so that they can maintain harmonious relationships and meet the interests of all involved.

The adoption of new anti-doping rules by the World Anti-Doping Agency suggests that arbitrators will be given more discretion in the determination of sanctions for certain violations. Its impact will not only affect case management procedures, but will also create a new jurisprudence.

During the Period, the SDRCC improved its corporate practices, maintained a very high quality of dispute resolution services and updated its communication and education strategies. In 2007, the SDRCC underwent several significant transitions, including staff changes, new logo and branding, a new website, and an office relocation. The nomination of five new Board members by the Minister and the hiring of new staff members will enable the SDRCC to carry out its mandate and mission with a renewed energy, fresh perspectives, and new ideas.

It is in this context that the SDRCC looks towards the future with a vision of a fair, equitable and harmonious Canadian sport system.

APPENDIX A:

BIOGRAPHIES OF THE MEMBERS OF THE BOARD OF DIRECTORS AND PERSONNEL OF THE SDRCC

SDRCC BOARD OF DIRECTORS

Allan J. STITT

Allan J. Stitt is the President of the Stitt Feld Handy Group and ADR Chambers Inc. He is a Toronto-based mediator, arbitrator, negotiation consultant, facilitator, trainer, and Alternative Dispute Resolution (ADR) systems design specialist. He is an Adjunct Professor at the University of Toronto Law School, teaching courses in Negotiation and Alternative Dispute Resolution. He has also been a Lecturer at the University of Windsor Law School, the University of Notre Dame Law School, the University of Lisbon (Portugal), and the University of the Philippines and has taught ADR and Negotiation courses throughout North America, Europe, Asia, Africa and Australia.

After earning his B.Comm at the University of Toronto, Allan earned his LL.B. at the University of Windsor Faculty of Law and his J.D. at the University of Detroit Law School, graduating first in his class in both law schools. He then earned his LL.M. degree at Harvard Law School. Until 1994, he was a litigator at Osler, Hoskin & Harcourt.

While at Harvard Law School, Allan studied negotiation and ADR with Professor Roger Fisher, Professor Frank Sander, and Bruce Patton. He has returned to Harvard on a number of occasions to act as a Teaching Assistant to Professor Fisher. Allan is the Past President of the ADR Institute of Canada, the Arbitration and Mediation Institute of Canada, and the Arbitration and Mediation Institute of Ontario. He is the current Chair of the Sport Dispute Resolution Centre of Canada, a member of the NAFTA Advisory Committee on Private Commercial Disputes appointed by the Canadian Government, and a member of the International Mediation Institute (IMI) Independent Standards Commission. He is also the recipient of the 2006 Ontario Bar Association Award of Excellence in Alternative Dispute Resolution. He has designed ADR systems for such organizations as the Canadian Bankers Association, the Ontario Human Rights Commission, the Law Society of Upper Canada, and Canadian Tire Corporation.

Allan is a Chartered Mediator (C.Med.), a Chartered Arbitrator (C.Arb.), and a Fellow of the International Academy of Mediators. He has mediated two-party and multi-party disputes in numerous contexts, including commercial, employment, corporate governance, workplace, banking, personal injury, sports, and breach of contract. He is a member of the Local Mediation Committee for the Ontario Mandatory Mediation Program - Toronto. He has also arbitrated numerous commercial cases including cases for the National Transportation Agency and the

Ontario Farm Products Marketing Board. His books, *ADR For Organizations* (1998), and *Mediating Commercial Disputes* (2003), were both business books bestsellers. He is also the author of *Mediation: A Practical Guide* (2004) and he is the editor-in-chief of the *CCH ADR Practice Manual*.

Anne BENEDETTI

Anne Benedetti played with the Canadian National Lacrosse Program, and is a lawyer at Goodmans LLP practising administrative and municipal law.

She has degrees from Queen's University (B.A.H. English and History, B.ED), the University of Western Ontario (LLB) and Oxford University (Masters of Law, BCL).

During her time at Queen's University, Anne led the Queen's team to two championships not only as a player but also as head coach; she continued to both play and head coach at the University of Western Ontario while pursuing her law degree. Anne has been acknowledged both for her activities on the field and in the classroom at both Queen's and Western, and was named Athlete of the Year by both the Queen's Journal and Western Gazette in her respective graduating years. Upon the completion of her law degree at Western, she was named a Chatelaine Woman of Influence Leader of Tomorrow.

While studying at Oxford, Anne was awarded an Oxford full blue and was a member of the British University Sports Association National Lacrosse Team.

Anne was a member of the Canadian National Lacrosse Team from 1999 to 2005, which placed fourth at the Women's Lacrosse World Cup in 2001 in England.

Anne has worked and volunteered in the area of Sport Dispute Resolution, first serving as the Chair of the Inter-University Athletic Council at Queen's University and then as a volunteer at the Sport Solution Clinic at Western Law. During her legal education, she was chosen to be the clerk for the Court of Arbitration for Sport (CAS) at the Commonwealth Games in Manchester, England in 2002. She has also published and written articles in the area of international sport dispute resolution.

APPENDIX A: BIOGRAPHIES

Alexandre CHARBONNEAU

Currently in the postdoctoral stage at the CHUL's Centre de recherche en maladies lipidiques (lipid disorder research centre), Alexandre Charbonneau is trying to determine the role certain genes have in the development of type 2 diabetes. Holder of a Ph.D. in Exercise Physiology from the Université de Montréal, he has been published in various scientific journals such as the *Journal of Physiology*, *American Journal of Physiology* and *International Journal of Sports Medicine*. He has been both lecturer and guest professor at the Université de Montréal, Université Laval, and the National Institute for Physical Education of Catalonia for his expertise in exercise physiology, training methodology, as well as for his knowledge regarding ergogenic aids and anabolic steroids.

He started karate in 1983 and received his black belt at the age of 14 in 1988. Currently 4th Dan in Shotokan karate, he has participated in numerous Pan American and international competitions for 18 years. In 1994 and 1999, he went to Japan for one year to perfect his knowledge of this martial art. Having retired from competition in 2002, he continues to provide training advice for many karatekas and owns a karate school in Montreal. In addition to the excellent training he provides karatekas, he has also trained numerous athletes in a variety of sport disciplines (cycling, football, water polo and boxing).

On top of his research, karate training and lecturing, Alexandre holds school conferences to teach teenagers about the harmful effects of anabolic steroid use.

Alexandre lives in Quebec City and also in Montreal.

Susanne M. DANDENAULT

Susanne Dandenaault has been a member of the Sport Dispute Resolution Centre (SDRCC) Board of Directors since its establishment in December 2003. Prior to her appointment to the SDRCC Board, Susanne served as Chair of AthletesCAN, the association representing Canada's National Team athletes, and the Manitoba Athletes Association from 1999-2001. Subsequently, she became the President of the Manitoba Weightlifting Association from 2004-2006. Susanne is currently working as Legal Counsel with Paterson Global Foods Inc. and is also a Motivational Speaker.

Susanne obtained a Law Degree from the University of Manitoba. She also received a five-year scholarship to the University of Washington for Track & Field, while earning Two Bachelor of Arts Degrees (Psychology and Environmental Studies).

Susanne is a three-time National Junior team member in Track & Field (discus, shot put). She is a nine-time national champion in Weightlifting (75 kg + class). In 1998, 1999, 2001, 2002, 2003, she participated in the World Weightlifting Championships placing 14th in Finland, 18th in Greece, 11th in Turkey, 14th in

Poland and 20th in Vancouver. In 1999 and 2003 Pan American Games, she was a team member of Weightlifting and placed 5th in the (75 kg + Class). Susanne holds the Canadian Record in the Snatch (105.0 kg); the Clean and Jerk (136.5 kg) and in the Total (237.5 kg). She has set FOURTEEN Canadian records in total and she is the first Canadian woman and third North American woman in weightlifting history to successfully clean and jerk 300 pounds.

Susanne and her husband, Richard Mason, have a one year old son, Nash. They live in Winnipeg, Manitoba in a home full of pets.

Bruce KIDD

Bruce Kidd is Professor and Dean of the Faculty of Physical Education and Health at the University of Toronto. He has degrees from the University of Toronto (B.A., Political Economy), the University of Chicago (A.M., Education), and York University (M.A. and Ph.D., History).

Bruce teaches and has written extensively about the history and political economy of Canadian and international sport, including the rights of athletes. He has authored or edited eight books and hundreds of articles, papers, lectures, plays and film and radio scripts. *The Struggle for Canadian Sport* (University of Toronto Press, 1996), which recaptures the efforts of sport leaders in Canada in the Period between the First and Second World War, won the Book Prize of the North American Society for Sport History in 1997. His most recent book, co-edited with Jim Phillips, *From Enforcement and Prevention to Civic Engagement: Research on Community Safety* (Toronto: Centre of Criminology, University of Toronto, 2004) grew out of his work on sport and social development.

Bruce has served on numerous boards of local, national and international bodies dealing with sport, including the International Council of Sport Sciences and Physical Education, the International Campaign Against Apartheid Sport, the Stadium Corporation of Ontario, and WomenSport International. He is a member of the Commonwealth Advisory Body on Sport, chairs the International Development through Sport Committee of Commonwealth Games Canada, and serves as Vice-Chair of the Sport Dispute Resolution Centre of Canada, created by the Physical Activity and Sport Act of 2003. He is a member of the Leadership Group of the City of Toronto's Call to Action on Physical Activity.

Bruce has been involved in the Olympic Movement throughout his life. He has participated in the Games as an athlete (track and field, 1964), journalist (1976), contributor to the arts and culture programs (1976 and 1988) and accredited social scientist (1988 and 2000).

As an athlete, Bruce was twice elected Canada's Male Athlete of the Year by Canadian Press (1961 and 1962). He is a member of the Canada's Sports Hall of Fame, the Canadian Olympic Hall

of Fame (as both an athlete and a builder) and the University of Toronto Sports Hall of Fame. In 2005, he was awarded the Canadian Olympic Order.

In his career as a track and field athlete, Bruce held four world junior records, won 18 national championships and set numerous records in Canada, the United States and Great Britain, one of which—the Canadian junior men's record for 5,000 metres—still stands after 44 years. He was a Gold and Bronze Medalist at the 1962 British Commonwealth Games and a member of the 1964 Olympic Team.

In 1997, the Canadian Sports Awards created the Bruce Kidd Award to honour an outstanding national team athlete who has given significant leadership to sports.

In 2004, he was appointed an Officer of the Order of Canada. In 2006, he was given a Lifetime Achievement Award by the Commonwealth Sports Awards Foundation.

Clayton MILLER

Clayton Miller is a lawyer in Kelowna BC where he practices as a sole practitioner.

He attended the University of British Columbia where he obtained undergraduate degrees in Physics and Secondary Education. He obtained his law degree from the University of Saskatchewan and is currently writing his masters thesis in law. His thesis focuses on ethics and professional responsibility.

Clayton has been a member of the National Skeet Shooting team since 1994. He attended the Pan American Games in 1999 (bronze medalist) and 2003 (4th place). He attended the Commonwealth Games in 2002 (gold medalist) and 2006 (bronze medalist). He also represented Canada at the Olympic Games in 1996.

Clayton is active in the politics of sport in Canada. He currently sits on the executive of the Shooting Federation of Canada, is a member of the Canadian Olympic Committee and was an athlete representative to the board of directors of Canadian Sport Centre Saskatchewan for 2005 and 2006.

Aimable NDEJURU

Aimable Ndejuru was Commissioner of the Canadian Human Rights Commission from December 2004 until January 2008. His experience in Human Rights spans over 15 years, 12 of which were spent as Commissioner at the Immigration and Refugee Board of Canada (IRB). Since ending his term as Commissioner at the IRB, Mr. Ndejuru has worked as a Special Counselor in professional development, acting as an advisor to the Commission. Continuous training and participation in various Human Rights seminars have helped Mr. Ndejuru carry out his functions.

Mr. Ndejuru holds a joint Ph.D. in Sport Science and Anthropology from the University of Cologne and the Deutsche Sporthochschule Köln, in Germany. The latter institution had previously awarded him a State Diploma in Physical Education and Sports, with a specialty in athletics, basketball, wrestling, fencing, boxing, and tennis.

Mr. Ndejuru's professional experience spans three continents. In Africa - Rwanda specifically - he was a sports coach at the National University of Rwanda, the Institut Pédagogique Nationale (IPN), and the Byimana Teacher Training School (École normale de Byimana). His coaching skills helped the University's sports teams and those of the IPN to win Regional Championships in Athletics and Soccer. In Germany, he had the privilege of acting as a guide at the Olympic Games in Munich. He also taught Physical Education and worked as a coach in colleges, particularly in the sports of athletics, basketball, and swimming. In parallel, he has also been working as a tennis coach in private tennis clubs and as a sports journalist and commentator for Radio Deutsche Welle.

In Canada, he was a lecturer and professor at the Department of Kinanthropology at the Université de Québec à Montréal (UQAM). A very active member of the Montreal community, he was one of the founding members of neighbourhood tennis clubs and an organizer of various inter-community tennis competitions. He gave swimming and tennis lessons at the Montreal YMCA, and furthermore provided tennis coaching to children for the city of Montreal as well as tennis lessons to adults in private clubs.

A former cross-country and long distance (5000m and 10 000m) runner, Aimable Ndejuru is still active in tennis and cycling. Married and father of three girls, he is also a grandfather to one boy and one girl.

Dianne NORMAN

Dianne played with the Canadian National Basketball program from 1987 to 2003. She represented Canada at two Olympics (1996-2000), as well as the World Student Games, Pan Am Games, Jeux de la Francophonie and many other international competitions.

Dianne competed for Laurentian University where she won two national championships and was a four time All-Canadian. She played professionally in Germany, Spain and Switzerland.

Dianne completed a degree in Political Science and Ethics and also holds a Masters of Arts in philosophy from the University of New Brunswick.

Dianne is an experienced public speaker and she has been a part-time lecturer at Dalhousie University and Laurentian University.

APPENDIX A: BIOGRAPHIES

Dianne serves on various boards including, Olympians Canada (Atlantic Chapter), Canadian Sport Centre Atlantic and the Sport Dispute Resolution Centre of Canada.

Dianne presently resides in Halifax with her husband and two children, where she runs her own business, Onward Facilitation.

Gordon E. PETERSON

Gordon Peterson has been a member of the Sport Dispute Resolution Centre (SDRCC) Board of Directors since its establishment in December 2003. Prior to his appointment to the SDRCC Board, Gord served as a member of the alternative dispute resolution (ADR) Working Group from 2000-01 to examine the feasibility of a dispute resolution system for sport in Canada. Gord subsequently served as Chair of the ADR Implementation Committee (2001-02) and as Chair of the Steering Committee for ADRSportRED, the predecessor to the SDRCC, while the legislation creating SDRCC was being processed through parliament.

Gord obtained his Honours B.B.A. from Simon Fraser University (SFU) and both his law (LL.B.) and graduate business (M.B.A.) degrees from The University of Western Ontario (UWO). His business degrees include a concentration in finance at both SFU and the UWO Ivey School of Business and, together with his legal experience, provide him with a solid foundation for decision making for the organizations he has served. Gord currently practices corporate law (with an emphasis on securities).

A former national team diver, Gord has a long history of involvement in sport in Canada. He began coaching while still a diver, later gravitating to officiating and sport administration governance as he embarked on his professional career. He is currently a top-level international diving official and judged at many international events, including the World Cup, Pan American Games and Commonwealth Games. He has served as Vice President of the B.C. Provincial Diving Section, President of the Canadian Amateur Diving Association Inc. (now Diving Plongeon Canada) and President of the Aquatic Federation of Canada (the umbrella organization for swimming, diving, water polo and synchronized swimming and a member of the international swimming federation - FINA).

Gord is also a member of the Board of Directors of the Canadian Olympic Committee (COC) and a member of its Executive Committee. He has been an active participant on a number of COC committees, including as Chair of the Team Selection Committee, Chair of the By-laws Committee, a member of the Compensation Committee and a member of the Audit Committee, as well as serving on a number of COC Task Forces, such as the COC Task Force on High Performance Sport.

In addition to his governance roles, Gord has also adjudicated numerous disputes and appeals in sport, both at the local, national and international level. He currently is a member of the

FINA Doping Panel which hears doping cases for international level athletes in the aquatic sports.

He lives in London, Ontario with his wife and two children.

Tamar PICHETTE

Tamar Pichette is a lawyer with ten years experience in commercial litigation, including alternative dispute resolution. She was previously a consultant for the Quebec Tae Kwon do Association, and has held positions as assistant soccer coach – boys house league, and as a trainer for the Lac-St. Louis Intercity Girls' Soccer League.

She has law degrees from Oxford University, England, and Osgoode Hall, Toronto, Ontario, with undergraduate studies at Vassar College, New York, and the London School of Economics, London, England.

Her publications include 'The Obligation to Obey Law: a New Theory and an Old Problem', Osgoode Hall Law Journal.

She is bilingual in French and English and currently resides in Montreal, Quebec, with her family.

Carla QUALTROUGH

Carla Qualtrough is a Vancouver-based human rights lawyer and Paralympic athlete. Carla joined 2010 Legacies Now in August of 2006 as Director of Inclusion and Sport Tourism, and is also the elected President of the Canadian Paralympic Committee. Carla is responsible for developing a strategy for making the 2010 Olympic and Paralympic Games a true celebration of diversity and inclusion. Her focus will be on leveraging the opportunity provided by hosting the 2010 Games to address inequity and advance social policy objectives, particularly as they relate to traditionally marginalized and disadvantaged groups.

Carla comes from a unique background in the areas of human rights and sport policy. Carla has acted as legal counsel for both the BC Human Rights Tribunal and the Canadian Human Rights Commission (CHRC). In addition to her duties as a litigator with both organizations, she acted as lead counsel and primary presenter for the CHRC on a human rights mission to India to discuss the area of disability rights and the legal definition of "disability". On the sport policy side, in 2005 Carla acted as Senior Advisor to the Parliamentary Secretary (Sport) to the Prime Minister, where she was responsible for researching and drafting the Report to the Prime Minister on the advisability of the creation of a full Ministry of Physical Activity and Sport for Canada. Prior to that, she served as the Senior Policy Advisor to the former Secretary of State (Physical Activity and Sport), as well as Special Advisor to the Director General of Sport Canada. As Senior Policy Advisor, her responsibility was to provide

overall strategic political advice and policy direction in all matters related to sport and physical activity in Canada. Her passion for fairness and equity led her to oversee the creation of a national alternative dispute resolution system for sport, as well to manage the strategic development of programs and policies aimed at reducing barriers to and increasing participation of traditionally under-represented groups within the Canadian sport system, which included the development of an Aboriginal sport policy; the development of a Strategy for Women and Girls in Sport; and the creation of a Work Group for Persons with a Disability in Sport.

Carla regularly conducts workshops and makes presentations in the areas of governance, equity and inclusion, and effective decision-making. She volunteers in a number of capacities within the Canadian and international sport systems, including the Canadian Olympic Committee, Commonwealth Games Canada, and the International Paralympic Committee. She recently received a federal ministerial appointment to the Board of the Sport Dispute Resolution Centre of Canada.

Carla competed nationally for 8 years and internationally for 7 years in the sport of swimming, including the Paralympics in Seoul 1988 (1 bronze), the World Championships in Assen, Holland in 1990 (2 silver, 2 bronze), and the Paralympics in Barcelona 1992 (2 bronze).

Steven SUGAR

Steven Sugar ChPC has been involved as a full-time coach in all contexts from beginner to elite and professional for more than 30 years. He has over 25 years experience delivering Skate Canada and NCCP Courses to coaches since the inception of the NCCP. Steven is a Master Learning Facilitator for Skate Canada.

Steven is a Consultant in Business Management and Change, having provided consulting services to coaches, and sport organizations in 8 provinces.

Steven is a board member of numerous sports organizations, including Coaching Association of Ontario, Coaching Association of Canada and the Sport Dispute Resolution Centre of Canada. He serves as President of Coaches of Canada and is Chair of their Professional Practices Committee. He is also a past director of Skate Canada.

Steven was appointed by the Secretary of State – Amateur Sport, as a member of the Coaching Implementation Group, to outline the role of governments for national, provincial and territorial sport federations, and to teach institutions involved in the training of coaches.

Steven is a writer/reviewer of the Skate Canada Coaching Manuals. He has also published "Success Management for Figure Skating", which is a yearly planning guide and toolkit (with Sharon Nixon).

Marie-Claude ASSELIN

Marie-Claude Asselin is the Executive Director and Chief Executive Officer of the Sport Dispute Resolution Centre of Canada since April 2007. She holds bachelor and master's degrees in Physical Activity Sciences from Université Laval and is pursuing a doctoral degree in Sociology. She possesses a multi-faceted perspective of amateur sport with 28 years of experience as athlete, coach, official, administrator, and volunteer.

Before joining the SDRCC, Marie-Claude was Manager of Education at the World Anti-Doping Agency (WADA), where she was responsible for developing doping prevention and education programs. From 1997 to 2002, while employed by the Canadian Olympic Committee, she held responsibilities in Games management, in high performance services and in athlete services.

In addition to having taught undergraduate courses at the university level, Marie-Claude is an experienced public speaker. She presented at numerous symposia, workshops and conferences in Canada, the United States, Australia, and Europe.

She coached ice hockey and basketball at different age categories from toddlers to elite, including three years as assistant coach of the women's basketball team at the University of Waterloo. She was a learning facilitator with the National Coaching Certification Program. Parallel to her coaching career, Marie-Claude was also a basketball referee for 13 years and acted as assignor, instructor, supervisor, and administrator in various local officiating organizations. She is, since October 2006, the leader of the Committee for the development of officials under the aegis of Sports-Québec.

She speaks French, English and Spanish, and resides in Saint-Hubert, Québec, with her husband and three children.

APPENDIX A: BIOGRAPHIES

SDRCC PERSONNEL

Fredy IUNI

(Education and Communication Coordinator, since November 30, 2007)

Fredy holds a Masters Degree from the Graduate Division of Education Research with a specialization in Educational Technology from the University of Calgary.

Fredy worked in the Sport Technology Research Laboratory at the University of Calgary as part of a team that developed both multimedia and online programs on stretching and flexibility, working out in the gym, lacrosse, F.I.T. Breaks and other projects in various capacities.

Fredy also holds a Bachelors Degree in Psychology from York University.

Nathalie LABELLE

(Executive Assistant, since November 29, 2007)

Nathalie is responsible for case management and administration, administrative project development and file management in accounting and human resources.

She has more than 20 years of experience as an executive assistant in both private and public companies. Nathalie also has extensive expertise in event management for general annual meetings and board meetings.

Nathalie was also responsible for leading a team in a recent Canadian Cancer Society fundraiser.

Johanne POIRIER

(Administrative Coordinator, held the position until November 8, 2007)

Former Case Manager in Sport Dispute Resolution

10 years experience as an Administrative Assistant and Coordinator within the Pharmaceutical Industry in the Marketing, Finance and Human Resources fields

Project Coordinator within the Aeronautics Industry (SAP Implementation)

Former President of the Executive Committee of a non-profit bilingual Pre-Kindergarten Centre

Louise STORELLI

(Executive Assistant, held the position until November 17, 2007)

Worked as Public Relations Coordinator for the Automobile Industry assuming responsibility for the administration of the press vehicles and journalists' inquiries

Coordinator of international assignments and relocation of executives and engineers

More than 10 years experience as an Executive Assistant in various fields such as pharmaceutical, telecommunications and legal

Coordinator of various charities such as Starlight Foundation and the United Way Campaign.

APPENDIX B

SDRCC CORPORATE PLAN FOR THE 2007-2008 PERIOD

INTRODUCTION

THE CANADIAN SPORT POLICY

The Canadian Sport Policy identifies four substantive goals: enhanced participation, enhanced excellence, enhanced capacity, and enhanced interaction.

Enhanced participation and enhanced excellence target the expansion of the capacity of individuals, communities, and institutions, as well as the financial and material resources that comprise Canada's sport system.

Enhanced capacity focuses on ensuring that the essential components of an ethically based, athlete/participant-centred development system are in place and are being continually modernized and strengthened as required.

The Canadian Sport Policy focuses government efforts on identifying and strengthening the weak links in the Canadian sport system at the national, provincial/territorial and community levels in order to maximize its effectiveness.

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 "SDRCC"). The SDRCC opened on April 1, 2004.

MISSION STATEMENT

In keeping with the goals of the Canadian Sport Policy and in accordance with the Act, the mission of the SDRCC is to provide the sport community with a national service for the prevention and resolution of sport disputes as well as expertise and assistance regarding alternative dispute resolution.

EXECUTIVE SUMMARY

Preparation of the current corporate plan has been bolstered by a year of achievement and change in 2006-2007.

2006-2007 was marked by the Commonwealth Games in Melbourne, Australia and the 2007 Canada Games in Whitehorse. During 2006-2007, the SDRCC managed doping and non-doping arbitration hearings, and an increasing number of mediations.

The SDRCC's Resource Centre increased its impact on numerous national and provincial events. Also, the SDRCC improved its website which offers targeted educational information on ways to prevent and resolve sports-related disputes.

In addition, the SDRCC selected, in the fall of 2006, 41 new experienced arbitrators and mediators to assist resolving sports-related disputes.

Finally, in order to improve its services and programs, the SDRCC modified its Code of procedure, adopted April 1st, 2006.

It is against this backdrop that the SDRCC has prepared its corporate plan for 2007-2008.

MAJOR OBJECTIVES AND INITIATIVES

The SDRCC's priorities for the 2007-2008 fiscal year include: implementing amendments to the Code of procedure (the "Code") and building the role of the resolution facilitator; promoting mediation and the use of resolution facilitation in sports-related disputes and to prevent sports-related disputes; enhancing interaction and partnership with the members of the Canadian sport community, particularly the NSOs; educating the sport community about best practices aimed at creating a culture of fairness; implementing the communication and education strategies and developing a schedule for the use of the SDRCC services; considering the best location for the head office and hiring a new Executive Director.

BACKGROUND AND GOVERNANCE

SDRCC GOVERNING LEGISLATION

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

ORGANIZATIONAL STRUCTURE

The Act specifies that the SDRCC shall be composed of a Dispute Resolution Secretariat ("Secretariat") and a Resource Centre, but leaves it to the SDRCC 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 SDRCC are managed by a Board of Directors consisting of the Executive Director of the SDRCC, who is an *ex officio* director, and 12 other directors. In December 2003, the Minister appointed the directors after consultation with the sport community. The guidelines cited in the Act provided for a Board comprised of men and women who: (a) are committed to the promotion and development of sport; (b) have the experience and capability to enable the SDRCC to achieve its objectives; (c) are representative of the sport community; and (d) are representative of the diversity and linguistic duality of Canadian society. As of January 1, 2006, the Board of Directors is composed of 8 members and the SDRCC awaits further Ministerial appointments.

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

The Dispute Secretariat and the Resource Centre are managed internally by the staff of the SDRCC.

The Board reviews and revises as necessary the management of both the Secretariat and the Resource Centre during the course of the fiscal year in order to best serve the needs of the sport community.

THE MEMBERS OF THE BOARD OF DIRECTORS DURING THE FISCAL YEAR WERE:

- Susanne Dandenault
- Pierre Hutsebaut (Resigned on December 31st, 2006)
- Bruce Kidd
- Dianne Norman
- Gordon Peterson
- Tamar Pichette
- Allan J. Stitt (Chairperson of the Board of Directors)
- Steven Sugar
- Benoit Girardin (*ex-officio*)

THE STAFF MEMBERS AT THE SDRCC WERE:

- Benoit Girardin, Chief Executive Officer
- Johanne Poirier, Administrative Coordinator (October 2006)
- Louise Storelli, Executive Assistant
- Danielle Comeau, (consultant) Bookkeeper
- Julie Duranceau, (Resolution Facilitator and Resource Centre Coordinator, resigned in October 2006)
- Julie Audette, (Administrative Coordinator and Executive Assistant, resigned in October 2006)

BDO Dunwoody, Chartered Accountants, were appointed by the Board of Directors as the independent auditor.

**THE ARBITRATORS AND MEDIATORS BY PROVINCE
FOR 2007-2008 ARE AS FOLLOWS:**

NOVA SCOTIA

Peter J. Mackeigan (Mediator/Arbitrator)
The Honourable Stewart McInnes (Mediator/Arbitrator)

QUEBEC

Bernard A. Roy (Arbitrator)
Patrice M. Brunet (Arbitrator)
Stephen L. Drymer (Mediator/Arbitrator)
Jean-Guy Clément (Arbitrator)
The Honourable Marc Lalonde (Arbitrator)
The Honourable Paule Gauthier (Mediator/Arbitrator)
The Honourable Benjamin J. Greenberg (Arbitrator)
Richard W. Pound (Arbitrator)
L. Yves Fortier (Arbitrator)

MANITOBA

James W. Hedley (Arbitrator)

ALBERTA

Anton M.S. Melnyk (Mediator/Arbitrator)
Deborah Sword (Mediator/Arbitrator)
Ian R. MacDonald (Mediator)
John Harrison Welbourn (Arbitrator)
Roger Gunn (Mediator)

YUKON

Joie Quarton (Arbitrator)

ONTARIO

Michel G. Picher (Mediator/Arbitrator)
Graeme Mew (Mediator/Arbitrator)
Ed Ratushny (Arbitrator)
The Honourable John Watson Brooke (Arbitrator)
Jane H. Devlin (Mediator/Arbitrator)
Ross C. Dumoulin (Arbitrator)
Richard H. McLaren (Arbitrator)
Larry Banack (Mediator/Arbitrator)
Kevin M. Burkett (Mediator/Arbitrator)
James E. Doyle (Arbitrator)
Kathleen J. Kelly (Mediator/Arbitrator)
Henri Pallard (Arbitrator)
Greg Ambrozic (Mediator)
George W. Taylor (Mediator)
David Bennett (Mediator)
Kileen Dagg Centurione (Mediator)
Lyon Gilbert (Mediator)
Paul-Denis Godin (Mediator)
Bunny McFarlane (Mediator)

BRITISH-COLUMBIA

Tricia C. M. Smith (Arbitrator)
John P. Sanderson (Mediator/Arbitrator)
Barbara Cornish (Mediator/Arbitrator)
Carol Roberts (Arbitrator)

MULTI-YEAR STRATEGY AND OBJECTIVES FOR 2007-2008

LONG-TERM OBJECTIVES 2004-2008

The SDRCC's long-term (4-year) strategies were based on the objectives of the Canadian Sport Policy: participation, excellence, capacity and enhanced interaction in sport, as well as the SDRCC's mission to provide a national alternative resolution service for sport disputes.

a) Excellence and Expertise

Enhance excellence in the Canadian sport system by strengthening the culture of fairness and by providing outstanding mediation and arbitration services in the resolution of sport disputes.

b) Participation

Enhance the accessibility and inclusiveness of the Canadian sport system by strengthening the capacity of leaders and decision makers to make fair and impartial decisions and by providing ADR services and SDRCC resources across Canada in both official languages.

c) Resources

Strengthen the capacity of our leaders and participants to understand and make decisions, deal with disputes, and create a culture of fairness by developing within the SDRCC the service and resource structure required to offer an optimal national alternative sport dispute resolution service to the sport community.

d) Enhanced Interaction

Enhance and create a culture of fairness by developing, establishing and maintaining harmonious relationships with members of the sport community.

e) Sound, Effective Management

Operate and administer a balanced, effective, transparent organization that demonstrates leadership in its respect for governance, management and human values.

OBJECTIVES AND PLANNED INITIATIVES FOR 2007-2008

Current Performance

As of March 1st 2007, the SDRCC handled over 32 disputes in its 2006-2007 fiscal year in matters such as team selection, athlete carding, disciplinary and anti-doping issues. The SDRCC offered workshops to better educate the sport community about ADR. The SDRCC also improved its new Code of procedure. The SDRCC selected, in the fall 2006, 41 new experienced arbitrators and mediators to resolve sports-related disputes. In addition, in January 2007, the SDRCC educated its arbitrators and mediators on doping and sports-related disputes.

Projected Activities for 2007-2008

With the upcoming 2007 Pan American Games in Rio de Janeiro and the anticipated increase of the doping cases, the projected annual caseload for the SDRCC is 50+ cases for 2007-2008.

The objective of the Resource Centre is to help the Sport Community to prevent disputes and permit NSOs to handle those that cannot be prevented by building capacity within the NSO itself. The Resource Centre is a national repository of dispute resolution decisions, other resources to educate the sports community with respect to dispute resolution, and information on best practices in the sports field. To foster a fair, open and positive environment, the Resource Centre will prepare guides and offer workshops that focus on pertinent services and techniques. The intention is for the Resource Centre to be proactive in the development of sound policies as well as fair and effective dispute resolution mechanisms through educational campaigns, training and other initiatives.

Clientele

The Sport Canada accountability framework requires all NSOs and MSOs to have an internal dispute resolution mechanism. If not resolved internally, disputes with respect to national team athletes and coaches will be administered by the SDRCC.

The services rendered by the SDRCC may additionally be offered for other matters on a consensual basis. All NSOs and anyone affiliated with a NSO, including its members, may agree to refer a dispute to the SDRCC and benefit from the SDRCC's services, provided they meet the admissibility criteria adopted by the SDRCC.

Where other sport organizations and their members request access to the SDRCC's services, the Board may, under certain conditions, grant access to the SDRCC.

Objectives 2007-2008

Enhance excellence in sport by improving the sport system through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in Canada.

Initiatives:

- Implement the amendments to the Code and build the role of the Resolution Facilitator
- Promote mediation and the use of resolution facilitation in sports-related disputes and to prevent sports-related disputes
- Improve the knowledge base of the SDRCC by training staff and developing a comprehensive bank of information and resources in ADR
- Develop a fee for service program to serve non-funded sports organizations and their members
- Further educate the mediators and arbitrators
- Consider the best location for the head office
- Hire a new Executive Director

Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness.

Initiatives:

- Enhance interaction and partnership with the members of the Canadian sport community, particularly the NSOs; educate the sport community about best practices aimed at creating a culture of fairness and implement the communication and education strategies

Operate and manage an organization promoting excellence and transparency.

Initiatives:

- Develop and implement transparent management and governance policies
- Manage all sports-related disputes in a fair and efficient manner
- Ensure that SDRCC policies comply with the Act, its by-laws and agreements

BUDGET 2007-2008

The total proposed budget for this Period is \$1 035 000 broken down as follows:

ADMINISTRATION	221 300
OFFICIAL LANGUAGES	50 000
OPERATIONS	430 350
HUMAN RESOURCES	313 350
TOTAL EXPENSES	1 035 000
REVENUES	35 000
FUNDING FROM SPORT CANADA	1 000 000

FUNDING BLOCKS

Administration:	(22%)	221 300
Official Languages:	(5%)	50 000
Operations:	(43%)	430 350
Human Resources:	(31%)	313 350

APPENDIX C

COMMITTEES OF THE SDRCC 2007-2008

Allan Stitt is a member of all committees except the Audit Committee.

Marie-Claude Asselin is an *ex-officio* member of all committees.

EXECUTIVE

Allan Stitt (Chair)
Anne Benedetti
Bruce Kidd
Dianne Norman
Carla Qualtrough
Marie-Claude Asselin

COMPLIANCE

Tamar Pichette (Chair)
Alexandre Charbonneau
Susanne Dandenault
Gordon Peterson
Carla Qualtrough
Allan Stitt
Marie-Claude Asselin

EDUCATION AND COMMUNICATION

Dianne Norman (Chair)
Alexandre Charbonneau
Bruce Kidd
Aimable Ndejuru
Allan Stitt
Marie-Claude Asselin

EXPANSION

Carla Qualtrough (Chair)
Anne Benedetti
Bruce Kidd
Clayton Miller
Dianne Norman
Allan Stitt
Marie-Claude Asselin

PARTNERSHIP

Anne Benedetti (Chair)
Bruce Kidd
Aimable Ndejuru
Gordon Peterson
Carla Qualtrough
Allan Stitt
Steven Sugar
Marie-Claude Asselin

HUMAN RESOURCES

Bruce Kidd (Chair)
Alexandre Charbonneau
Aimable Ndejuru
Allan Stitt
Steven Sugar
Marie-Claude Asselin

CODE REVISION

Allan Stitt (Chair)
Anne Benedetti
Clayton Miller
Gordon Peterson
Marie-Claude Asselin

AUDIT

Steven Sugar (Chair)
Bruce Kidd
Clayton Miller
Dianne Norman
Marie-Claude Asselin

APPENDIX D

AUDITORS' REPORT FOR THE 2007-2008 FISCAL YEAR

Sport Dispute Resolution Centre of Canada Financial Statements For the year ended March 31, 2008

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Auditors' Report

To the Directors of Sport Dispute Resolution Centre of Canada

We have audited the statement of financial position of the Sport Dispute Resolution Centre of Canada as at March 31, 2008 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. 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 plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

Montréal, Quebec
June 4, 2008

*BDO Dumwoody s.r.l./S.E.N.C.R.L. est une société en nom collectif à responsabilité limitée constituée en Ontario
BDO Dumwoody LLP is a Limited Liability Partnership registered in Ontario*

Sport Dispute Resolution Centre of Canada Statement of Financial Position

March 31	2008	2007
Assets		
Current		
Cash	\$ 116,662	\$ 22,321
Contribution receivable (Note 6)	-	70,943
Sales taxes receivable	20,500	28,818
Prepaid expenses	11,427	12,779
	148,589	134,861
Capital assets (Note 4)	25,385	31,694
	\$ 173,974	\$ 166,555
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities (Note 5)	\$ 84,680	\$ 134,861
Contribution payable (Note 6)	62,626	-
	147,306	134,861
Net assets		
Invested in capital assets	25,385	31,694
Unrestricted net assets	1,283	-
	26,668	31,694
	\$ 173,974	\$ 166,555

Contingencies (Note 8)

On behalf of the Board

_____ Director

_____ Director

Sport Dispute Resolution Centre of Canada Statement of Operations

For the year ended March 31	2008	2007
Revenue		
Contribution (Note 6)	\$ 810,000	\$ 933,900
Other revenue	2,690	2,662
Reimbursement of excess contribution (Note 6)	(131,495)	(98,911)
	681,195	837,651
Expenditures		
General and administrative		
Promotion and communications	51,197	10,867
Professional fees	50,053	85,713
Rent	37,766	38,026
Meeting	16,688	3,353
Office expenses	15,326	22,943
Insurance	14,561	13,223
Travel expenses	12,859	22,837
Telephone and telecommunications	11,561	18,418
Amortization	8,363	9,831
Meals and entertainment	4,258	3,884
Loss on disposal of capital assets	1,283	-
Bank charges and interest	1,051	249
Dues and subscription	638	6,641
	225,604	235,985
Human resources		
Salaries and benefits	211,849	280,206
Training	15,243	4,172
Professional fees	1,715	53,306
	228,807	337,684
Official languages		
Translation of documents	13,026	10,921
Translation of decisions	26,191	11,263
	39,217	22,184
Operations		
Case fees	179,726	170,531
Education expenses	12,960	16,474
Training of arbitrators and mediators	(93)	61,971
	192,593	248,976
Excess of expenditures over revenue for the year (Note 6)	\$ (5,026)	\$ (7,178)

The accompanying notes are an integral part of these financial statements.

Sport Dispute Resolution Centre of Canada Statement of Changes in Net Assets

For the year ended March 31			2008		2007	
	Invested in Capital Assets	Unrestricted	Total		Total	
Balance , beginning of year	\$ 31,694	\$ -	\$ 31,694	\$ 38,872		
Excess of (expenditures over revenue) revenue over expenditures for the year	(9,646)	4,620	(5,026)	(7,178)		
Investment in capital assets	3,337	(3,337)	-	-		
Balance , end of year	\$ 25,385	\$ 1,283	\$ 26,668	\$ 31,694		

The accompanying notes are an integral part of these financial statements.

Sport Dispute Resolution Centre of Canada Statement of Cash Flows

For the year ended March 31	2008	2007
Cash flows from operating activities		
Excess of expenditures over revenue for the year	\$ (5,026)	\$ (7,178)
Items not involving cash		
Amortization of capital assets	8,363	9,831
Loss on disposal of capital assets	1,283	-
	<u>4,620</u>	2,653
Changes in non-cash working capital balances		
Prepaid expenses	1,352	(1,463)
Sales taxes receivable	8,318	(2,193)
Accounts payable and accrued liabilities	(50,181)	94,331
Contribution payable	133,569	(192,106)
	<u>97,678</u>	(98,778)
Cash flows from investing activity		
Purchase of capital assets	<u>(3,337)</u>	(2,653)
Increase (decrease) in cash during the year	94,341	(101,431)
Cash, beginning of year	<u>22,321</u>	123,752
Cash, end of year	\$ 116,662	\$ 22,321

The accompanying notes are an integral part of these financial statements.

Sport Dispute Resolution Centre of Canada

Notes to Financial Statements

March 31, 2008

1. General Information

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 non-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 to the sport community a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution.

2. Significant Accounting Policies

The accounting policies of the organization are in accordance with Canadian generally accepted accounting principles. Outlined below are the policies considered particularly significant:

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 that satisfy 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.

Classification of Financial Instruments

The organization classifies its financial instruments into one of the categories listed hereunder based on the purpose for which the asset was acquired. All financial instruments, including derivatives, are required to be measured at fair value on initial recognition except for certain related party transactions. Measurement in subsequent periods is dependent upon the classification of the financial instrument. The held-for-trading classification is applied when an entity is trading in an instrument or alternatively the standard permits that any financial instrument be irrevocably designated as held-for-trading. The held-for-maturity classification is applied only if the asset has specified characteristics and the entity has the ability and intent to hold the asset until maturity. SDRCC's accounting policy for each category is as follows:

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2008

Assets or Liabilities Held-for-trading

Financial instruments classified as assets or liabilities held-for-trading are measured at fair value at each balance sheet date, and any change in fair value is recognized in excess of expenditures over revenue in the period during which the change occurs. Transaction costs are expensed when incurred.

Cash has been classified as held-for-trading.

Loans and Receivables and Other Financial Liabilities

Financial instruments classified as loans and receivables and other financial liabilities are initially measured at fair value and subsequently carried at amortized cost using the effective interest method. Interest income or expense is included in excess of expenditures over revenue over the expected life of the instrument. Transaction costs are expensed when incurred.

Accounts payable and contribution payable have been classified as other financial liabilities.

Measurement of Financial Instruments

The following methods were used to estimate the fair value of the financial instruments at the balance sheet date:

Cash

Fair value is represented by carrying value.

Accounts Payable and Accrued Liabilities and Contribution Payable

Due to the short terms to maturity of these instruments, fair value is represented by carrying value.

Use of Estimates

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Capital Assets

Capital assets are stated at cost less accumulated amortization. Amortization based on the estimated useful life of the asset is calculated as follows:

Office equipment	20% diminishing balance basis
Computer equipment	30% diminishing balance basis
Leasehold improvements	straight line over lease term

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2008

New Accounting Pronouncements

Recent accounting pronouncements that have been issued but are not yet effective, and have a potential implication for the organization, are as follows:

Financial Instruments Disclosures and Presentation

CICA Handbook Section 3862, Financial Instruments - Disclosures, increases the disclosures currently required to enable users to evaluate the significance of financial instruments for an entity's financial position and performance, including disclosures about fair value. CICA Handbook Section 3863, Financial Instruments - Presentation, replaces the existing requirements on the presentation of financial instruments, which have been carried forward unchanged. These standards are effective for interim and annual financial statements relating to fiscal years beginning on or after October 1, 2007. The organization is currently evaluating the impact of the adoption of these changes on the disclosure and presentation within its financial statements.

Capital Disclosures

CICA Handbook Section 1535, Capital Disclosures, requires disclosure of an entity's objectives, policies and processes for managing capital, quantitative data about what the entity regards as capital and whether the entity has complied with any capital requirements and, if it has not complied, the consequences of such non-compliance. This standard is effective for interim and annual financial statements relating to fiscal years beginning on or after October 1, 2007. The organization is currently assessing the impact of the new standard.

General Standards on Financial Statement Presentation

CICA Handbook Section 1400, General Standards on Financial Statement Presentation, has been amended to include requirements to assess and disclose an entity's ability to continue as a going concern. The changes are effective for interim and annual financial statements beginning on or after January 1, 2008. The organization does not expect the adoption of these changes to have a material impact on its financial statements.

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

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3. Change in Accounting Policies

On April 1, 2007, the organization retroactively adopted, without restatement of prior periods, the new accounting standards that were issued by the Canadian Institute of Chartered Accountants ("CICA"): Sections 3855, Financial Instruments Recognition and Measurement, Section 3861, Financial Instruments - Disclosure and Presentation Section 3865, Hedges and Section 1530, Comprehensive Income, Section 3251, Equity. Under these new standards, all financial instruments, including derivatives, are included on the balance sheet and are measured either at fair market value or, in limited circumstances, at cost or amortized cost.

The adoption of these new accounting standards has not resulted in a change to the organization's definition of balance sheet items. Moreover, it had no material impact on the organization's financial statements.

4. Capital Assets

	2008			2007	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value	
Office equipment	\$ 42,651	\$ 22,075	\$ 20,576	\$	23,310
Computer equipment	23,329	18,520	4,809	\$	7,016
Leasehold improvements	-	-	-	\$	1,368
	\$ 65,980	\$ 40,595	\$ 25,385	\$	31,694

During 2008, the organization moved to a new location, hence the cost and accumulated amortization of leasehold improvements has been written off.

5. Related Party Transactions

The organization has entered into a transaction with a consulting firm of which a partner is also director of the organization. In 2008, the service rendered amounted to \$2,162 (2007 - \$Nil).

The related party transactions are in the normal course of operations and are measured at the exchange amount, which is the amount of consideration established and agreed to by the related party.

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2008

6. Government Contributions

During the year, the organization was granted \$810,000 in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2008, \$741,131 has been received, with a balance of \$68,869 to be received. Any amount of contribution in excess of expenses for the current year must be returned. As at March 31, 2008, there is a net balance payable to Sport Canada of \$62,626 which has been recorded in the financial statements.

The reimbursement of excess contribution consists of the following:

	2008	2007
Excess of expenditures over revenue for the year	\$ (5,026)	\$ (7,178)
Reimbursement of excess contribution	131,495	98,911
Revenue before adjustment for contribution	126,469	91,733
Amortization	8,363	9,831
Capital assets acquisitions for the year	(3,337)	(2,653)
Reimbursement of excess contribution	131,495	98,911
Contribution receivable at year-end	(68,869)	(169,854)
Net contribution payable (receivable)	\$ 62,626	\$ (70,943)

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

7. Commitments

The organization has an operating lease for its premises expiring on November 30, 2012.

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

2009	\$	36,168
2010		36,168
2011		36,168
2012		36,168
2013		24,112
	\$	168,784

**Sport Dispute Resolution Centre of Canada
Notes to Financial Statements**

March 31, 2008

8. Contingencies

Various lawsuits have been filed against the organization for incidents which arose in the ordinary course of business. In the opinion of management, the outcome of the lawsuits, now pending, is not determinable. Should any loss result from the resolution of these claims, such loss will be charged to operations in the year of resolution.

9. Comparative Figures

Certain comparative figures have been reclassified to conform with the current year's presentation.

10. Risk Arising from Financial Instruments

The organization utilizes various financial instruments. Unless otherwise noted, it is management's opinion that SDRCC is not exposed to significant credit risks arising from these financial instruments and the carrying amounts approximate fair values.

APPENDIX E

2007-2008 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA SYNOPSIS OF NON-DOPING CASES (from April 1, 2007 to March 31, 2008)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	SOLUTION	LEGAL REPRESENTATIVE
SDRCC 07-0050 Ordinary Division Arbitration	Wheelchair sport	Harassment	NSO	Patrice M. Brunet	245 days (January 31 to October 3, 2007)	Consent / Settlement	
SDRCC 07-0058 Ordinary Division Arbitration	Boccia	Selection	Athlete	N/A	N/A	Request withdrawn	
SDRCC 07-0059 Ordinary Division Arbitration	Equine	Selection	Athlete	Ross C. Dumoulin	2 days (June 14 to June 16, 2007)	Appeal denied	Eric Kraushaar (Athlete) David Lech
SDRCC 07-0060 Ordinary Division Arbitration	Lacrosse	Eligibility	Athlete	Bernard Roy	9 days (June 20 to June 29, 2007)	Appeal allowed	Joey J. Harris
SDRCC 07-0061 Ordinary Division Arbitration	Shooting	Selection	Athlete	Ross C. Dumoulin	13 days (June 23 to July 6, 2007)	Appeal allowed	
SDRCC 07-0062 Ordinary Division Arbitration	Cycling	Selection	Athlete	Michel G. Picher	6 days (August 3 to August 9, 2007)	Appeal denied	
SDRCC 07-0063 Ordinary Division Med/Arb	Basketball	Eligibility	Athlete	Larry Banack	4 days (October 16 to October 20, 2007)	Appeal allowed	Hugh MacDonald (Athlete)
SDRCC 07-0064 Ordinary Division Med/Arb	Badminton	Carding	Athlete	Deborah Sword	13 days (October 18 to October 31, 2007)	Consent / Settlement	
SDRCC 07-0065 Ordinary Division Arbitration	Freestyle skiing	Carding	Athlete	Ross C. Dumoulin	53 days (November 26, 2007 to January 18, 2008)	Appeal allowed	
SDRCC 07-0066 Ordinary Division Mediation	Wheelchair Basketball	Contract	Athlete	Paul Godin	(December 20, 2007 to)	In Progress	
SDRCC 07-0067 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Graeme Mew (Resolution Facilitator)	13 days (December 21, 2007 to January 3, 2008)	Consent / Settlement	
SDRCC 08-0068 Ordinary Division Arbitration	Synchronized swimming	Selection	Athlete	Michel G. Picher	42 days (January 14 to February 25, 2008)	Appeal denied Costs awarded	Michael Bardagi (Athlete) Leanne Standryk Brian Ward
SDRCC 08-0069 Ordinary Division Arbitration	Cycling	Carding	Athlete	Michel G. Picher	38 days (February 1 to March 10, 2008)	Appeal denied	Jocelyn Auger (Athlete) Andrew Finkelstein
SDRCC 08-0070 Ordinary Division Arbitration	Equine	Selection	Athlete	Richard W. Pound	83 days (February 14 to May 7, 2008)	Appeal denied	Pierre Fournier (Athlete) John Curtis
SDRCC 08-0071 Ordinary Division Arbitration	Softball	Selection	Official	Jane H. Devlin	30 days (March 3 to April 2, 2008)	Appeal denied	Leanne Standryk (Official)
SDRCC 08-0072 Ordinary Division Arbitration	Wrestling	Selection	Athlete	James E. Doyle	36 days (March 6 to April 11, 2008)	Appeal denied	Peter Lawless (Athlete) Edwin Monzon (Athlete)
SDRCC 08-0073 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Ed Ratushny	34 days (March 18 to April 21, 2008)	Appeal denied	Brian Ward (Athlete)

APPENDIX E: 2007-2008 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA SYNOPSIS OF DOPING CASES (from April 1, 2007 to March 31, 2008)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT 07-0058 Doping Tribunal Arbitration	Triathlon	Athlete	Graeme Mew	22 days (April 25 to May 17, 2007)	Sanction: 2 years ineligibility	Gary Boyd (Athlete) David Lech
SDRCC DT 07-0058 Doping Tribunal Arbitration	Boxing	Athlete	Bernard Roy	21 days (May 10 to May 31, 2007)	Waiver	
SDRCC DT 07-0060 Doping Tribunal Arbitration	Boxing	Athlete		7 days (May 16 to May 23, 2007)	Waiver	
SDRCC DT 07-0061 Doping Tribunal Arbitration	Ski	Athlete		8 days (May 28 to June 5, 2007)	Waiver	
SDRCC DT 07-0062 Doping Tribunal Arbitration	Kayak	Athlete		7 days (June 28 to July 5, 2007)	Waiver	
SDRCC DT 07-0063 Doping Tribunal Arbitration	Basketball	Athlete		6 days (June 29 to July 5, 2007)	Waiver	
SDRCC DT 07-0064 Doping Tribunal Arbitration	Wheelchair Basketball	Athlete	Ross C. Dumoulin	12 days (July 27 to August 8, 2007)	Waiver	
SDRCC DT 07-0065 Doping Tribunal Arbitration	Wheelchair Basketball	Athlete		37 days (July 7 to August 13, 2007)	Waiver	
SDRCC DT 07-0066 Doping Tribunal Arbitration	Athletics	Athlete	Ross C. Dumoulin	46 days (August 27 to October 12, 2007)	Sanction: 6 months ineligibility	Rima Kayssi
SDRCC DT 07-0067 Doping Tribunal Arbitration	Cycling	Athlete	James W. Hedley	244 days (August 24, 2007 to April 24, 2008)	No period of ineligibility	David Lech
SDRCC DT 07-0068 Doping Tribunal Arbitration	Hockey	Athlete	James W. Hedley	32 days (September 20 to October 22, 2007)	Waiver	
SDRCC DT 07-0069 Doping Tribunal Arbitration	Football	Athlete		8 days (October 11 to October 19, 2007)	Waiver	

SPORT DISPUTE RESOLUTION CENTRE OF CANADA (continued)
SYNOPSIS OF DOPING CASES (from April 1, 2007 to March 31, 2008)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDINGS	WAIVER OR DECISION	LEGAL REPRESENTATIVE
SDRCC DT 07-0070 Doping Tribunal Arbitration	Football	Athlete	John Harrison Welbourn	49 days (November 23, 2007 to January 11, 2008)	Waiver	
SDRCC DT 07-0071 Doping Tribunal Arbitration	Bobsleigh	Athlete	John P. Sanderson	97 days (October 15, 2007 to January 22, 2008)	Sanction: 20 months ineligibility	Howard L. Jacobs (Athlete) David Lech
SDRCC DT 07-0072 Doping Tribunal Arbitration	Rowing	Athlete	Michel G. Picher	36 days (November 13 to December 19, 2007)	Sanction: 3 months ineligibility	Michael A. Smith (Athlete) Peter Lawless
SDRCC DT 07-0073 Doping Tribunal Arbitration	Wheelchair Sport	Athlete		2 days (October 30 to November 1, 2007)	Waiver	
SDRCC DT 07-0074 Doping Tribunal Arbitration	Football	Athlete		10 days (November 9 to November 19, 2007)	Waiver	
SDRCC DT 07-0075 Doping Tribunal Arbitration	Football	Athlete		8 days (November 13 to November 21, 2007)	Waiver	
SDRCC DT 07-0076 Doping Tribunal Arbitration	Football	Athlete	Ross C. Dumoulin	30 days (December 18, 2007 to January 17, 2008)	Waiver	
SDRCC DT 08-0077 Doping Tribunal Arbitration	Football	Athlete		12 days (January 17 to January 29, 2008)	Waiver	
SDRCC DT 08-0078 Doping Tribunal Arbitration	Athletics	Athlete		6 days (January 22 to January 28, 2008)	Waiver	
SDRCC DT 08-0079 Doping Tribunal Arbitration	Football	Athlete		N/A	Request withdrawn	

APPENDIX F

LIST OF ARBITRATORS AND MEDIATORS OF THE SDRCC

ARBITRATORS

Larry Banack (Ontario)
John W. Brooke (Ontario)
Patrice M. Brunet (Quebec)
Kevin M. Burkett (Ontario)
Jean-Guy Clément (Quebec)
Barbara Cornish (British Columbia)
Jane H. Devlin (Ontario)
James E. Doyle (Ontario)
Stephen L. Drymer (Quebec)
Ross C. Dumoulin (Ontario)
L. Yves Fortier (Quebec)
Paule Gauthier (Quebec)
Benjamin Greenberg (Quebec)
James W. Hedley (Manitoba)
Kathleen J. Kelly (Ontario)
Marc Lalonde (Quebec)
Peter J. MacKeigan (Nova Scotia)
Stewart McInnes (Nova Scotia)
Richard McLaren (Ontario)
Anton M.S. Melnyk (Alberta)
Graeme Mew (Ontario)
Henri Pallard (Ontario)
Michel G. Picher (Ontario)
Richard W. Pound (Quebec)
Joie Quarton (Yukon)
Ed Ratushny (Ontario)
Carol Roberts (British Columbia)
Bernard A. Roy (Quebec)
John P. Sanderson (British Columbia)
Tricia C. Smith (British Columbia)
Deborah Sword (Alberta)
John H. Welbourn (Alberta)

MEDIATORS

Greg Ambrozic (Ontario)
Larry Banack (Ontario)
David Bennett (Ontario)
Kevin M. Burkett (Ontario)
Barbara Cornish (British Columbia)
Kileen Dagg Centurione (Ontario)
Jane H. Devlin (Ontario)
Stephen L. Drymer (Quebec)
Paule Gauthier (Quebec)
Lyon Gilbert (Ontario)
Paul Denis Godin (Ontario)
Roger Gunn (Alberta)
Kathleen J. Kelly (Ontario)
Ian R. MacDonald (Alberta)
Bunny Macfarlane (Ontario)
Peter J. MacKeigan (Nova Scotia)
Stewart McInnes (Nova Scotia)
Anton M.S. Melnyk (Alberta)
Graeme Mew (Ontario)
Michel G. Picher (Ontario)
Joie Quarton (Yukon)
John P. Sanderson (British Columbia)
Deborah Sword (Alberta)
George W. Taylor (Ontario)



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SPORT DISPUTE RESOLUTION CENTRE OF CANADA

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