

SPORT DISPUTE RESOLUTION CENTRE OF CANADA



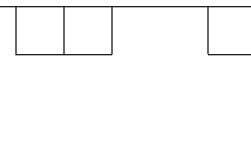
REPORT ON THE OPERATIONS OF THE SDRCC 2010-2011

From the Chairperson of the SDRCC
CARLA QUALTROUGH

July 31, 2011



TABLE OF CONTENTS



INTRODUCTION	2
Participants	2
Summary of the Corporate Plan submitted to the Minister of State (Sport)	3
Corporate Plan	3
Budget	3
RESULTS AND PERFORMANCE FOR 2010–2011	4
Objective 1: Enhance excellence in sport through the prevention or reduction of sports-related disputes, thus creating a culture of fairness in the Canadian sport system.	4
Objective 2: Strengthen the capacity of our sport community leaders and participants by creating a positive culture of fairness.	4
Objective 3: Operate and manage an organization promoting excellence and transparency.	5
CONCLUSION	8
Appendix A: Biographies of the members of the Board of Directors and personnel of the SDRCC	9
Appendix B: Corporate Plan for the 2010–2011 Fiscal Year	13
Appendix C: Committees of the SDRCC 2010–2011	20
Appendix D: Auditors’ Report for the 2010–2011 Fiscal Year	21
Appendix E: Statistics on the SDRCC 2010–2011 Cases	32
Appendix F: List of Arbitrators and Mediators of the SDRCC	36

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, 2010 to March 31, 2011 (the "Period").

PARTICIPANTS

Chairperson Carla Qualtrough 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 2010–2011 were:

MEMBERS

Carla Qualtrough (Chairperson)

Luc Arseneau

Anne Benedetti

Alexandre Charbonneau

Miray Cheskes Granovsky

Frank Fowlie

Clayton A. Miller

Aimable Ndejuru

John F. Reid

Allan J. Sattin

Michael A. Smith

Judith Ann Tutty

Marie-Claude Asselin (ex officio)

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

SUMMARY OF THE CORPORATE PLAN SUBMITTED TO THE MINISTER OF STATE (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 \$861,750 in financial support from Sport Canada during the Period.

CORPORATE PLAN

The SDRCC Board of Directors had set the following objectives for the Period:

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

- 1.1 Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes
- 1.2 Renew its roster of arbitrators and mediators and provide them with relevant training
- 1.3 Improve the level of expertise of the SDRCC by training staff and Board members
- 1.4 Implement a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

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

- 2.1 Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships
- 2.2 Educate the sport community about best practices aimed at creating a culture of fairness
- 2.3 Develop innovative and tailored education and dispute prevention programs for all members of the Canadian sport community

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

- 3.1 Develop and implement transparent and responsible management and governance policies
- 3.2 Adopt environmentally-friendly practices and incorporate the use of new technologies in the management of disputes
- 3.3 Manage all sports-related disputes in a fair and efficient manner
- 3.4 Draw on relevant expertise from around the world and work on international partnerships in sport dispute resolution to further improve its services to the Canadian sport community
- 3.5 Ensure that the SDRCC policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

BUDGET

Consistent with the objectives and planned initiatives for 2010–2011, the total proposed budget for this period is \$861,750 broken down as follows:

\$130,000 for administration and governance

\$35,000 for official languages

\$300,000 for operations, including the management of disputes, the Resource Centre and prevention

\$396,750 for human resources

RESULTS AND PERFORMANCE FOR 2010–2011

ACHIEVING THE OBJECTIVES OF THE CORPORATE PLAN

This section assesses the results achieved during the Period.

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

1.1 Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes

The SDRCC has actively promoted the use of resolution facilitation and mediation in non-doping cases. This approach has resolved 46% of non-doping cases where the parties have voluntarily completed settlement agreements. These win-win outcomes are essential to preserve and maintain positive relationships between members of the sport community involved in these disputes, national sport organizations with their athletes, and also with their provincial constituents.

The Period also marked the end of a two-year trial on the use of resolution facilitation in doping cases. An evaluation was conducted involving the parties, the CCES, and the mediators who were involved with these cases. The evaluation found that the use of resolution facilitation was beneficial to the athletes and the CCES, enabling all parties to engage in discussions concerning doping cases in a confidential and non-prejudicial setting. Resolution Facilitation has been implemented as a standard procedural step in the management of doping cases by the SDRCC.

1.2 Renew its roster of arbitrators and mediators and provide them with relevant training

In March 2010, a call for applications was published to recruit new arbitrators and mediators to form the next SDRCC roster. A thorough selection process led to the appointment of 46 highly qualified professionals, including 12 new members, effective February 1, 2011. The composition of the roster reflects the needs of the Dispute Secretariat with an increased ratio of mediators and of bilingual professionals, dispersed from the Northwest Territories to Nova Scotia. The list of SDRCC mediators and arbitrators can be found in Appendix F of this report.

The members of the new roster convened in Montreal in January 2011 for the annual SDRCC Arbitrator and Mediator Conference. The program included presentations by guest speakers and experts, as well as discussions on a variety of topics regarding procedural issues and the interpretation of applicable rules and laws. Roster members also benefited from individual and group

training sessions on the use of new technological tools used by the SDRCC. A new initiative of the SDRCC enabled its annual Arbitrator and Mediator Conference to be recognized as continuing legal education by the provincial bar associations of Quebec, Ontario and British Columbia.

1.3 Improve the level of expertise of the SDRCC by training staff and Board members

The seven new Board members appointed by the Minister in the Period took part in a three-hour online orientation session led by SDRCC employees. The session was designed to clarify the positioning of SDRCC in the sport system, its legal and funding obligations, as well as its day-to-day operations. In addition, all staff members undertook relevant professional development activities during the Period to promote efficiency in the execution of their duties and improve the overall quality of services provided to SDRCC clients.

1.4 Implement a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

During the Period, the SDRCC began promoting the existence of its fee-for-service program to provincial sport organizations and other sport organizations not funded by Sport Canada. Several quotes were requested and one fee-for-service case was filed during the Period. As part of this fee-for-service initiative, the Executive Director delivered six workshops to non-funded sport organizations and universities. The SDRCC opened a portion of its Arbitrator and Mediator Conference to the public on a fee recovery basis, and this was found to be an excellent opportunity to increase the visibility of the SDRCC in the legal community.

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

2.1 Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships

During the Period, the SDRCC collaborated closely with the Canada Games Council in the revision of its internal appeal policy and other Games policies, and in the education of key mission staff about effective dispute prevention and resolution. As well, SDRCC staff members were present at the Halifax 2011 Canada Games to offer free on-site dispute resolution on an as

needed basis and to provide information and raise awareness through an information kiosk.

The SDRCC staff contributed articles to the Coaches Plan magazine as part of its on-going partnership with Coaches of Canada; and conducted an orientation session for the program managers of Sport Solution as part of its on-going relationship with AthletesCAN.

2.2 Educate the sport community about best practices aimed at creating a culture of fairness

Workshops, roundtables and presentations were delivered by SDRCC staff and roster members to enable members of the sport community to become more knowledgeable about dispute prevention strategies and fair dispute resolution processes. On numerous occasions, SDRCC staff members were present with the information kiosk to promote SDRCC services and key educational messages, through various publications and one-on-one interaction with members of the sport community. Events of national scope attended by the SDRCC included: the annual conference of Sport Officials Canada, the AthletesCAN Forum, the Sport Leadership Conference, and the Canada Games in Halifax.

During the Period, the SDRCC sent various SDRCC publications and promotional items to each National Sport Organization funded by Sport Canada, and to all Canadian Sport Centres for display in their office and for distribution to their members.

2.3 Develop innovative and tailored education and dispute prevention programs for members of the Canadian sport community

The SDRCC targeted sports administrators at all levels of the Canadian sport system with its booklet entitled "Guide to Administrative Fair-Play", which was published during the Period. The guide reminds decision-makers, in twelve short chapters, how to "play fair" in the office and in the boardroom by applying best management practices within their sport organizations.

New teaching tools were developed to increase interactivity and promote involvement of participants in SDRCC dispute prevention and resolution workshops; the SDRCC bank of case scenarios was expanded, and role playing scenarios were developed to offer realistic problem-solving activities targeting athletes, coaches, officials and administrators with key educational messages.

OBJECTIVE

03

OPERATE AND MANAGE AN ORGANIZATION PROMOTING EXCELLENCE AND TRANSPARENCY

3.1 Develop and implement transparent and responsible management and governance policies

During the Period, the SDRCC revised its Complaints Process Policy and adopted a Result-based Management and Accountability Framework (RMAF) and evaluation strategy consistent with the Treasury Board of Canada guidelines. The RMAF was designed to monitor program efficiency and assess overall organizational performance and will be fully implemented by the end of the fiscal year 2011–12.

A technical situation arose in January 2011 which left the SDRCC without a functional website for several weeks and resulted in the jurisdictional database being temporarily incomplete. The recovery process is well underway; but the experience brought to light the need for a more thorough risk-management policy and contingency plan, which the SDRCC will soon develop and implement.

3.2 Adopt environmentally-friendly practices and incorporate the use of new technologies in the management of disputes

The SDRCC is taking advantage of technological advancements to improve tribunal operations and become a paperless organization. The SDRCC has converted all of its tribunal archives to electronic files and paper files are no longer produced unless mandated by the nature of the case.

Aligned with this strategic goal, the Case Management Portal (CMP) was created to provide parties on-line access to their case files at anytime from anywhere, including all case-related materials and an interactive calendar with automatic reminders for deadlines and meetings. The main purpose of this new secure online tool is to provide greater freedom and flexibility for the parties, alleviating the limitations of email capacities, frequent travel, forgotten conference calling numbers, or erroneous calendar entries. A mobile version of the CMP is also accessible on most popular handheld devices such as BlackBerry and iPhone. At the end of the Period, one real case had been conducted using the CMP. The CMP is available and operational in both official languages. This is a robust and unique service in the field of sports dispute resolution, and puts SDRCC on the cutting edge of technology uptake on an international basis.

RESULTS AND PERFORMANCE FOR 2009–2010

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

During the Period, the SDRCC received 57 new disputes dealing with issues such as: team selection, athlete carding, discipline, and governance matters, and 30 asserted anti-doping violations. The events surrounding the University of Waterloo football program accounted for an unusually high number of doping cases. One team selection dispute arose before the Halifax 2011 Canada Games, which was resolved on a fee-for-service basis, but the SDRCC was not required to intervene during the Games. The new cases originated from 17 sports with 16 files relating to doping in university football.

Thirteen of the 27 non-doping cases were resolved by arbitration, and three requests were withdrawn by the claimants. The average time for resolution of non-doping cases was 39 days.

Of the 30 doping cases 23 were resolved by waivers; four cases were determined by an arbitral decision; two were withdrawn; and one is pending the completion of the arbitration process.

Seven of the doping assertions involved non-analytical violations, not resulting from a laboratory analysis. The average time for resolution of doping cases was 36 days.

The Canadian Sport Dispute Resolution Code was amended following an internal review, in part to incorporate changes to anti-doping rules. The amendments came into effect on February 1, 2011.

All sports-related disputes submitted to the SDRCC during the Period were managed in a fair and efficient manner. During the Period, one complaint was filed against a roster member; an independent investigator was appointed and reviewed the complaint, and the matter was declared to be unfounded.

In October 2010, the *Pro Bono* program was launched, enabling unrepresented parties with limited financial means to access free legal advice and services to assist them with their case before the SDRCC. The program has already allowed several parties to SDRCC cases to benefit from free legal representation.

TABLE
01 TYPES OF DISPUTES

The types of disputes dealt with were as follows:

TYPE OF DISPUTE	NUMBER OF CASES
Doping	30
Carding	12
Selection and Eligibility	11
Discipline	1
Governance	1
Other	2

TABLE
02 DISPUTES PER SPORT

Requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Football	27
Canoe-Kayak	8
Fencing	3
Athletics	2
Boxing	2
Speedskating	2
Squash	2
Taekwondo	2
Badminton	1
Basketball	1
Equine Sport	1
Judo	1
Karate	1
Racquetball	1
Soccer	1
Table Tennis	1
Water Polo	1

3.4 Draw on relevant expertise from around the world and work on international partnerships in sport dispute resolution to further improve its services to the Canadian sport community

At the beginning of the Period, the SDRCC Executive Director was a guest speaker at the First Legal Arab Sport Forum, held in Egypt, where she shared the Canadian experience in establishing a dispute resolution tribunal for sport. The experience was very fruitful in advancing Canadian interests, values and ethics in sport in an area of the world where ADR has not yet formally been applied to sports-related disputes. It was an excellent opportunity to expose the SDRCC as a centre of excellence in sport ADR to new international contacts for future partnerships.

In the continuous pursuit of improved policies and practices in its field of expertise, the SDRCC has reinforced its efforts to reach out to other organizations applying alternative dispute resolution to sport outside of Canada. During the Period, relationships were strengthened with Sport Resolutions in the United Kingdom and the Sports Tribunal of New Zealand. A new partnership was also discussed with the Japan Sports Arbitration Agency (JSAA), which led to an agreement and the hosting by the SDRCC of an intern from the JSAA in the next fiscal year.

3.5 Ensure that the SDRCC policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

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

As required by Section 32 of the Act, the SDRCC Corporate Plan for the 2011–2012 fiscal year was submitted to the Minister of State (Sport) on March 1, 2011. The plan indicated that the SDRCC would: (i) continue to promote the use of resolution facilitation and mediation in sports-related disputes; (ii) enhance interaction with the Canadian and international sport communities through long-term and project-based partnerships; (iii) educate the sport community about best practices aimed at creating a culture of fairness; (iv) define a new long-term strategy (v) continue to introduce the use of new technologies to improve the effectiveness of its dispute resolution services; and (vi) expand the reach of dispute resolution services to provincial sports organizations, colleges, and universities.

The corporate plan presented a budget that included expenditures of \$1,000,000. The projected expenditures include:

- \$145,500 for administration, including office, governance, and communication;
- \$35,000 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$362,000 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- \$457,500 for human resources, including professional services as well as salaries and benefits for the SDRCC staff.

A contracted 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 29, 2011. The Auditors' Report was approved by the Board of Directors of the SDRCC on July 13, 2011. The Auditors' Report is presented in Appendix D of this report. The Auditors' 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's contribution to the SDRCC for the Period was \$861,750 and the related expenses amounted to a total of \$853,701, broken down as follows:

- \$188,792 for administration, including office, governance, and communication;
- \$35,415 for official languages requirements, including the cost of translation for the SDRCC documents and rulings;
- \$329,555 for operations and programming, including the administration of cases, training for mediators and arbitrators, education, and prevention; and
- \$299,939 for human resources, including professional services as well as salaries and benefits for the SDRCC staff.

The SDRCC had a surplus of revenue over expenses of \$8,760. Upon approval of the audited financial statements by the Board of Directors, there remained a contribution receivable from Sport Canada in the amount of \$32,669.

The SDRCC also generated \$11,142 in independent revenues for the Period. The financial statements and Auditors' Report can be found in Appendix D.

CONCLUSION

During the Period, under the leadership of the new Board of Directors, the SDRCC has made advancements on the delivery of its mandated role and its strategic priorities.

The promotion of resolution facilitation and mediation in sports-related disputes has led to the adapted resolution facilitation process becoming a permanent part of the formula for doping cases and has enabled parties to discover creative win-win solutions to solve their disputes amicably.

Enhanced interaction between the SDRCC and Canadian and international sport communities was achieved through long-term and project-based partnerships, including closer collaboration with the Canada Games Council, Coaches of Canada and AthletesCAN. The SDRCC has made the most significant progress in its international partnerships during the Period.

To educate the sport community about best practices focusing on a culture of fairness, the SDRCC delivered more workshops and presentations than ever during the Period, reaching new segments of the Canadian sport community through its fee-for-service program.

The SDRCC successfully completed the renewal of its roster of arbitrators and mediators and attracted new talent and expertise to better meet the demands of the tribunal, namely by increasing the ratio of mediators and of roster members with bilingual capabilities while maintaining excellent geographical representation.

The introduction of new technologies has enabled the improvement of the effectiveness of the SDRCC dispute resolution services and has allowed the SDRCC to adopt more environmentally-friendly practices and encourages parties to follow suit.

Finally, in addition to an increase of fee-for-service activities in the areas of educational workshops and of the annual arbitrator and mediator conference, the SDRCC has expanded the reach of its dispute resolution services by resolving a dispute for a provincial sport organization.

Due to a record number of cases filed with the SDRCC during the Period, operational challenges were experienced, and as a result, certain non-core activities had to be deferred or delayed. However, at no time was the quality of the tribunal services impacted; thanks to the capacity of the SDRCC staff to adapt and be flexible in their approach. The SDRCC strives to be a model of sound business practices for all sport organizations in Canada, and its Board of Directors maintains its vision of a Canadian sport system that treats its members fairly and equitably.

APPENDIX A:

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

SDRCC BOARD OF DIRECTORS

Carla QUALTROUGH

(Chairperson)

Carla Qualtrough is a human rights lawyer and Director of Sport Initiatives at 2010 Legacies Now.

Carla combines a passion for human rights, ADR and sport. She has acted as legal counsel for the BC Human Rights Tribunal and for the Canadian Human Rights Commission, and has worked as an ADR trainer, facilitator and mediator. Carla has been in senior advisory roles to the Parliamentary Secretary (Sport) to the Prime Minister, the Secretary of State (Physical Activity and Sport), and to the Director General of Sport Canada. She oversaw the creation of the SDRCC, and managed the development of several barrier-reducing programs and policies in sport.

Carla volunteers in various capacities in sport, including with the International Paralympic Committee and the Canadian Olympic Committee. She was also the President of the Canadian Paralympic Committee from 2006 to 2010.

As a swimmer, Carla won medals at the Paralympic Games in 1988 and 1992. She lives with her husband Eron and their three children in Richmond, BC.

Luc ARSENEAU

Luc Arseneau graduated from the Université de Moncton with a recreation degree (1995) and he is currently continuing his career in sport in the cycling field and as a certified professional trainer. In 2001, he developed and implemented the National Cycling Center - Atlantic Canada.

As a coach, Luc has participated in his 4th major Games in Beijing in 2008 (2003 Pan American Games and 2007 Paralympic Games in 2004 and 2008).

Since 2001 he has been living in the city of Dieppe (New Brunswick) with his wife and two sons.

Anne BENEDETTI

Anne Benedetti played with the Canadian National Lacrosse Team, and is a lawyer at Goodmans LLP practicing administrative and municipal law. She has degrees from Queen's University (B.A.H., B.ED), the University of Western Ontario (LLB) and Oxford University (BCL).

Anne led Queen's to two lacrosse championships and continued to both play and head coach at Western Ontario. Anne has been acknowledged for both her athletic and academic achievements at Queen's and at Western Ontario, and was named a Chatelaine Woman of Influence Leader of Tomorrow.

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

During her legal education, she clerked for the Court of Arbitration for Sport (CAS) at the Commonwealth Games in Manchester.

Alexandre CHARBONNEAU

Holding a Ph.D. in Exercise Physiology, Alexandre Charbonneau conducts research in diabetes and obesity physiology at the research centre of the l'Institut universitaire de cardiologie et de pneumologie de Québec. He is also a visiting professor at Université Laval and was a fellow at Université de Montréal and the Physical Education National Institute of Catalogna for his expertise in physiology.

Black belt 4th dan in Shotokan karate, he took part in numerous international competitions and visited Japan on several occasions to perfect his art. He has since retired from competition and now offers training guidance to many athletes in various sports.

In addition to his research activities, Alexandre gives lectures in educational institutions to raise teens' awareness of the harmful effects of anabolic steroids.

APPENDIX A: BIOGRAPHIES

Frank FOWLIE

Frank Fowlie is CEO and Ombudsman at www.internetombudsman.biz.

Frank holds a Doctor of Conflict Resolution (DCR) from La Trobe University, Melbourne. Frank has taken training as a negotiation instructor at the Program on Negotiation at Harvard Law School, and is a Fellow with the Centre for Information Technology and Dispute Resolution at the University of Massachusetts - Amherst. Frank is a Chartered Mediator and Arbitrator.

Frank was previously employed with the Internet Corporation for Assigned Names and Numbers as its inaugural Ombudsman; and the United Nations, where he was on Mission Staff in East Timor for two years. He was the deputy administrator for the capital city, and was appointed as the UN's Olympic Games Officer, taking the world's newest country to the Sydney Olympics.

He is the co-author of, "*Prayer Road*", a book about the Olympic Games and East Timor. Frank and his wife Mary Ann live in Richmond BC.

Miray Cheskes GRANOVSKY

Miray Cheskes Granovsky serves as General Counsel for Atlantic Coated Papers in Toronto. Miray graduated from Osgoode Hall Law School, York University and was called to the Bar of Ontario in 1996. In 2003, Miray received an LL.M. degree in Alternative Dispute Resolution from Osgoode Hall Law School. She holds a B.Sc. in Psychology from the University of Toronto.

Miray has taught children's rights at York University and has guest lectured on this topic. She has coached mediation students from Osgoode Hall Law School and mediated disputes for an Ontario court-based mediation programme. Miray has volunteered for the Child Advocacy Project, Pro Bono Law Ontario, representing clients with rights-based complaints against the public education system.

Miray has co-chaired and continues to organize events to support the programs and services offered by several sports organizations, such as Tennis Canada, Maccabi Canada and Israel Children's Centres - Canada. She has occasionally freelanced for the Canadian Jewish News, contributing stories on athletes and sports events.

Clayton A. MILLER

Clayton Miller lives in Kelowna BC where he practices law and enjoys time with his wife and two young boys.

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.

Clayton has been a member of the National Skeet Shooting team for over 13 years. 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.

Aimable NDEJURU

Aimable Ndejuru has more than 22 years of experience in the field of human rights. He holds a Ph.D. in Sports Science and Anthropology from the University of Cologne and Germany's Deutsche Sporthochschule Köln. Aimable also holds a state diploma in physical education and sport, with specialization in athletics, basketball, wrestling, boxing and tennis.

His activities as sports coach at Rwanda National University and the Byimana national teaching college and normal school has earned his students top honors in regional championships. In Germany, he was responsible for training top athletes enrolled in colleges and clubs, in addition to his work as journalist and sports commentator at Radio Deutsche Welle.

In Canada, he worked as fellow and professor at Université du Québec à Montréal's kinanthropology department, while remaining active in Montreal's community and sports circles.

John F. REID

John Reid is married to Rita and they have two adult children, Jennifer and Sean who is married to Victoria. Superintendent Reid is the Officer in Charge of Adjudications Directorate with the Royal Canadian Mounted Police, responsible for the formal discipline hearings within the Force. He is also a graduate of Osgoode Hall Law School.

John is an avid fan of hockey and has a love for the game. He has played, coached and managed teams from minor to junior hockey. He is also an active referee and presently holds the position of Referee-In-Chief of the Ottawa District Minor Hockey Association.

Allan J. SATTIN

Allan J. Sattin, Q.C., is a Calgary lawyer with the firm of Spier Harben. He earned his B.A. from the University of Alberta (Calgary) (1965) and his LL.B. from the University of Toronto (1969). Allan has represented plaintiffs in sports injury cases and has acted for both athletes and sports groups in carding and other legal issues.

Allan began the study of Judo in 1965 and is currently a 6th degree black belt. He is the chief instructor at Hiro's Judo club in Calgary. His experience in the sport of Judo has included competition, teaching, administration and officiating. Allan is a past president and currently the treasurer of Judo Canada.

Allan's commitment to sports was recognized by the Province of Alberta in its centennial year (2005) as one of the 100 recipients of the Alberta Centennial Salute to Sport and Recreation for outstanding contribution and dedication to the development of sport and recreation in the Province.

Michael A. SMITH

Michael A. Smith is a former athlete from the sport of Wrestling. He was a member of Canada's national team from 1995–2001 and competed at the World and Pan Am Championships and was the alternate for the 1996 Olympic Games.

While still competing, Michael earned a Bachelor of Arts Degree at the University of Western Ontario and completed law school at the University of Manitoba.

In 2001, Michael retired from competition to pursue a legal career in Ottawa. As partner with Langevin Morris Smith LLP, he practices Criminal and Civil litigation in addition to Sports Administrative Law. Michael also teaches Criminal Law at Carleton University.

Michael joined Athletes CAN in 2000 and served as its President until 2006. He also acted as athlete's advocate in various major multi-sport Games, and represents athletes and coaches at provincial level.

Michael also volunteers as the technical director of the National Capital Wrestling Club.

Judith Ann TUTTY

After nearly 40 years of being an active volunteer at the local, provincial, and national levels in various capacities with several groups, Judy has not lost any of her enthusiasm.

Her focus has been primarily with CanoeKayak Canada where she has held several positions including Chair of the National Officials Committee, Chair of the Trophies and Awards Committee and member of the Sprint Racing Council. Judy also co-founded Sport Officials Canada. She currently sits on the Mayor's Task Force on Sports in her home town. Her dedication has deserved her several prestigious awards including the Sports Officials Canada/Fox 40 Sports Official of the Year Award, Kitch MacPherson Award of Excellence 2007 and the CanoeKayak Canada, R. Edgar Gilbert Award, Builder Category.

In her professional career, Judy recently retired as a legal secretary from the Toronto-based law firm Blake, Cassels & Graydon LLP.

Marie-Claude ASSELIN

(ex officio)

Marie-Claude Asselin has been 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. Before joining the SDRCC, Marie-Claude was Manager of Education at the World Anti-Doping Agency (WADA). From 1997 to 2002, she worked at the Canadian Olympic Committee in high performance services and athlete services. Marie-Claude taught undergraduate courses at the university level and is an experienced public speaker, having presented at numerous symposia, workshops and conferences in Canada, the United States, Australia, Europe and Africa.

She possesses a multi-faceted perspective of amateur sport with over 30 years of experience as athlete, coach, official, administrator and volunteer, at various levels of the sport system from community to interuniversity programs, and more particularly in the sports of ice hockey, basketball and soccer. She speaks French, English and Spanish.

APPENDIX A: BIOGRAPHIES

SDRCC PERSONNEL AS OF JULY 31, 2011

Liane MENDELSON

(Administrative Assistant, since May 24, 2011)

Liane Mendelsohn holds a bachelor's degree in administration and received formal training in information technology. She has acquired experience in office coordination, MS Access database management and computer technical support in a wide variety of industries including manufacturing, service and retail. Liane has administration experience in managing military contracts for the Canadian and U.S. armies as well as inventory management in the organic health food industry.

At the recreational level, Liane has participated in several sports including hockey and more recently competing in sprint triathlons as well as short distance races.

Francine BLACK

(Executive Assistant, since May 30, 2011)

Francine is responsible for the case management in the Dispute Resolution Secretariat and assisting in the general administration of the SDRCC office. She holds a Bachelors degree in Kinesiology from McGill University and a Graduate Diploma in Sport Administration from the John Molson School of Business at Concordia University. Francine has years of experience as a Case Manager for the insurance industry, and has held various sports-related positions in health and sport clubs and university athletics. She is fully bilingual, a former gymnast and an avid runner who has participated in several half-marathons and most recently completed the 2011 Ottawa Marathon.

Tanya GATES

(Operations Manager, since June 13, 2011)

Tanya is responsible for the administrative operations of the SDRCC with key functions in financial and risk management, evaluation and quality control, human resource management and business development. She obtained a bachelor of science in recreation with a major in sport administration from Dalhousie University and a certificate in public relations management from McGill University and has held positions of increasing level of responsibilities in operations, event management, human resources and budget management in various settings from university athletics to the tourism and hospitality industry. Tanya most recently served as VIP & Special Events Coordinator of the 2011 Canada Games Host Society.

Julie STRONACH

(Education and Communication Coordinator,
since June 15, 2011)

Julie holds a Bachelor of Science degree in athletic therapy and a graduate diploma in sport administration, both from Concordia University. Julie's work experience combines developing learning material and an e-learning platform for sales representatives worldwide, leading training sessions in the two official languages for marketing managers in addition to several years working in university athletics as well as a Provincial Sport Organization. In her role, as Education and Communication Coordinator, Julie is in charge of creating content for SDRCC dispute prevention programs as well as travelling to key events to promote the SDRCC services.

APPENDIX B

SDRCC CORPORATE PLAN FOR THE 2010–2011 PERIOD

INTRODUCTION

THE CANADIAN SPORT POLICY

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

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.

CLIENTELE

The Sport Canada accountability framework requires that all national sport organizations (NSOs) and multisport services organizations (MSOs) have an internal dispute resolution mechanism. If not resolved internally, disputes with respect to national team athletes and coaches are administrated by the SDRCC.

The services rendered by the SDRCC may additionally be offered for other matters on a consensual basis. All NSOs and MSOs and anyone affiliated with a NSO or MSO, including its members, may agree to refer a dispute to the SDRCC and benefit from the SDRCC's services, provided they meet certain 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, including through its new fee-for-service program.

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 inaugural directors after consultation with the sport community. The Guidelines cited in the Act provide 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. With the appointment of the new Directors by the Minister in May and November 2009, the SDRCC is now functioning with a full Board.

APPENDIX B: CORPORATE PLAN

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 Resolution Secretariat and the Resource Centre are managed internally by the staff of the SDRCC (the CEO and three employees).

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.

MEMBERS OF THE BOARD OF DIRECTORS DURING THE 2009–2010 FISCAL YEAR:

Allan J. Stiff (Chairperson, mandate expired on November 30, 2009)
Carla Qualtrough (Chairperson since December 1, 2009)
Luc Arseneau (appointed May 6, 2009)
Anne Benedetti
Alexandre Charbonneau
Frank Fowlie (appointed December 1, 2009)
Miray Cheskes Granovsky (appointed May 12, 2009)
Clayton Miller
Aimable Ndejuru
Dianne Norman (mandate expired on November 30, 2009)
Gordon E. Peterson (mandate expired on November 30, 2009)
John F. Reid (appointed December 1, 2009)
Allan J. Saffin (appointed May 6, 2009)
Michael A. Smith (appointed May 6, 2009)
Judith A. Tutty (appointed December 1, 2009)
Marie-Claude Asselin (CEO, *ex-officio*)

STAFF MEMBERS DURING THE 2009–2010 FISCAL YEAR:

Marie-Claude Asselin, Executive Director and Chief Executive Officer
Nathalie C. Labelle, Executive Assistant
Fredy M. Luni, Education and Communication Coordinator
Anne Émilie Brisson, Administrative Assistant (until January 29, 2010)
Danielle Comeau, Bookkeeper (consultant)

The firm BDO Dunwoody, Chartered Accountants, was appointed by the Board of Directors as the independent auditor.

**ARBITRATORS AND MEDIATORS APPOINTED UNTIL
DECEMBER 31, 2010, BY PROVINCE:**

NOVA SCOTIA

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

QUEBEC

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

MANITOBA

James W. Hedley (Arbitrator)

ALBERTA

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

YUKON

Joie Quarton (Mediator/Arbitrator)

ONTARIO

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

BRITISH-COLUMBIA

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

MULTI-YEAR STRATEGY AND OBJECTIVES FOR 2008–2012

LONG-TERM OBJECTIVES 2008–2012

The SDRCC's long-term (four-year) strategies are 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 through education and dispute prevention initiatives and by providing world-class resolution facilitation, mediation and arbitration services to resolve sports-related 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 leaders and participants in the Canadian sport system to develop and implement sound policies that will reduce the risk of disputes and to acquire the knowledge and skills to deal with internal disputes more efficiently. Develop within the SDRCC the service and resource structure required to offer an optimal alternative sport dispute resolution service to the sport community.

d) Enhanced Interaction

Create and foster harmonious relationships with members of the sport community. Enhance existing partnerships and create new ones in order to share expertise and maximize the impact of our respective resources.

e) Sound, Effective Management

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

REPORT ON ACTIVITIES 2009–2010

- From April 1st, 2009 to the time of printing, the SDRCC managed a total of 32 new disputes dealing with issues such as team selection, athlete carding, discipline, governance matters, and asserted anti-doping violations. Three disputes were directly linked to the Canada Games held in Prince Edward Island, including the first arbitration case to be filed under the pilot fee-for-service program.
- All previously appointed mediators and arbitrators were reappointed to the SDRCC roster until December 31, 2010 and one new mediator was added to the roster to meet an increasing demand for bilingual dispute resolution services.
- A conference was held in November 2009 for all SDRCC arbitrators and mediators. The arbitrators and mediators discussed issues surrounding the application of the new anti-doping rules as well as sport-specific procedural matters.
- An on-line interactive game was launched in the summer of 2009 to promote mediation in sport and to educate users on the mediation process.
- The SDRCC attended several conferences and events of the sport community with its display and kiosk, facilitated several workshops, and published articles in Canadian sports organizations' newsletters to educate sport community members about dispute prevention.
- The SDRCC was present at the Canada Games with an information kiosk and offered free on-site dispute resolution on demand. No disputes arose during the Games that required SDRCC assistance.
- The SDRCC began work on an international partnership with Sport Resolutions, the independent dispute resolution service for sport in the United Kingdom. The SDRCC will co-chair an international sport dispute resolution conference with Sport Resolutions in the lead up to the 2012 London Olympic and Paralympic Games.

- In the spring of 2009, the new jurisprudence database was launched with an upgraded search engine for more reliability of the search results.
- Arbitrators and mediators are increasingly taking advantage of the new technological tools that are being made available to them for more efficient case management.
- During the period, the SDRCC complied with all of its legislative and contractual obligations.
- In May 2009, the Minister appointed four new Board members to replace those whose mandate had expired in November 2008. On November 30, 2009, the final mandate of the last three members from the inaugural Board expired, and the Minister appointed three new Board members to replace them.
- The new Board held its first strategic planning retreat in November 2009.

OBJECTIVES AND PLANNED INITIATIVES FOR 2010–2011

STRATEGIC PRIORITIES 2010–2011

The SDRCC's priorities for the 2010–2011 fiscal year include: (i) continuing to promote the use of resolution facilitation and mediation in sports-related disputes; (ii) enhancing interaction with the Canadian and international sport communities through long-term and project-based partnerships; (iii) educating the sport community about best practices aimed at creating a culture of fairness; (iv) renewing its roster of arbitrators and mediators; (v) continuing to introduce the use of new technologies to improve the effectiveness of its dispute resolution services; and (vi) expanding the reach of dispute resolution services to provincial sports organizations, colleges, and universities.

The projected activities for the fiscal year 2010–2011 will ensure that the two core elements of the SDRCC services, the Dispute Prevention Resource Centre and the Dispute Resolution Secretariat, are maintained and enhanced.

The objective of the Dispute Prevention Resource Centre is to provide information and tools to assist members of the sport community in preventing disputes and to increase the capacity of NSOs and MSOs to handle disputes that cannot be prevented. The SDRCC will continue to develop resources to educate the sport community with respect to best practices in policy writing and in decision-making. Through its Dispute Prevention Resource Centre, the SDRCC will continue to offer tailored awareness and outreach activities and dispute prevention workshops for members of the sport community.

When disputes arise, the Dispute Resolution Secretariat will maintain the high quality of its resolution facilitation, mediation, med/arb and arbitration services, and will incorporate the use of new technologies to improve the delivery of such services to the sport community. The SDRCC will seek to increase its knowledge of best practices in sport dispute resolution internationally, with a goal of ensuring that it continues to provide the Canadian sport community with world-class quality services. The Dispute Resolution Secretariat will also formalize its offer of services to non-funded organizations as part of the SDRCC's plan to establish a fee-for-service program.

APPENDIX B: CORPORATE PLAN

With six years of operations behind it, the SDRCC is now being looked at as an international leader and best practice in sport dispute resolution. The hosting of the 2010 Olympic and Paralympic Games in Canada has served as a catalyst for international dialogue and partnership. Beginning with a partnership with Sport Resolutions in the United Kingdom for a conference planned in 2012, the SDRCC will continue to share and learn with other sport dispute prevention and resolution partners at the international level.

From a corporate perspective, the SDRCC will develop a new results-based management and evaluation framework to monitor the effectiveness of its programs and initiatives, and will also undertake a technology systems review.

OBJECTIVES AND INITIATIVES 2010–2011

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

Initiatives:

- Continue to promote the use of resolution facilitation and mediation to prevent and resolve sports-related disputes
- Renew its roster of arbitrators and mediators and provide them with relevant training
- Improve the level of expertise of the SDRCC by training staff and Board members
- Implement a plan for a fee-for-service program to serve provincial sports organizations and explore the offer of services to athletics departments in colleges and universities

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

Initiatives:

- Enhance interaction with the Canadian sport community through the creation and consolidation of long-term and project-based partnerships
- Educate the sport community about best practices aimed at creating a culture of fairness
- Develop innovative and tailored education and dispute prevention programs for all members of the Canadian sport community

Operate and manage an organization promoting excellence and transparency.

Initiatives:

- Develop and implement transparent and responsible management and governance policies
- Adopt environmentally-friendly practices and incorporate the use of new technologies in the management of disputes
- Manage all sports-related disputes in a fair and efficient manner
- Draw on relevant expertise from around the world and work on international partnerships in sport dispute resolution to further improve its services to the Canadian sport community
- Ensure that the SDRCC policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party

BUDGET 2010–2011

The total proposed budget for this period is \$861,750 broken down as follows:

ADMINISTRATION	130,000
OFFICIAL LANGUAGES	35,000
OPERATIONS	300,000
HUMAN RESOURCES	396,750
TOTAL EXPENSES	861,750
FUNDING FROM SPORT CANADA	861,750

FUNDING BLOCKS

Administration:	(15%)	130,000
Official Languages:	(5%)	35,000
Operations:	(35%)	300,000
Human Resources:	(46%)	396,750

APPENDIX C

COMMITTEES OF THE SDRCC 2010–2011

The Chairperson of the Board is a member all committees except the Audit Committee. Marie-Claude Asselin is an *ex-officio* member of all committees.

EXECUTIVE

Carla Qualtrough (Chairperson)
Anne Benedetti
Clayton Miller
Allan J. Sattin
Michael A. Smith

ADR SERVICES

John F. Reid (Chairperson)
Anne Benedetti
Miray Cheskes Granovsky
Clayton Miller
Michael A. Smith

AUDIT & COMPLIANCE

Clayton Miller (Chairperson)
Luc Arseneau
Allan J. Sattin

COMPLAINTS

Miray Cheskes Granovsky (Chairperson)
Frank Fowlie
John F. Reid

EDUCATION & COMMUNICATION

Luc Arseneau (Chairperson)
Miray Cheskes Granovsky
Aimable Ndejuru
Allan J. Sattin
Judith Ann Tutty

EVALUATION & TECHNOLOGY

Frank Fowlie (Chairperson)
Alexandre Charbonneau
Aimable Ndejuru
Michael A. Smith
Judith Ann Tutty

HUMAN RESOURCES

Alexandre Charbonneau (Chairperson)
Allan J. Sattin (Interim chairperson since December 5, 2010)
Luc Arseneau
Aimable Ndejuru

INTERNATIONAL

Anne Benedetti (Chairperson)
Miray Cheskes Granovsky
Frank Fowlie
John F. Reid
Michael A. Smith

APPENDIX D

AUDITORS' REPORT FOR THE 2010–2011 FISCAL YEAR

Sport Dispute Resolution Centre of Canada
Financial Statements
For the year ended March 31, 2011

Contents

Independent Auditor's Report

Financial Statements

Statement of Financial Position

Statement of Revenue and Expenditures

Statement of Changes in Net Assets

Statement of Cash Flows

Notes to Financial Statements

Independent Auditor's Report

To the Directors of Sport Dispute Resolution Centre of Canada

We have audited the accompanying financial statements of Sport Dispute Resolution Centre of Canada, which comprise the statement of financial position as at March 31, 2011, and the statements of revenue and expenditures, changes in net assets 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 generally accepted accounting principles, 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 entity'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 entity'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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

BDO Canada s.r.l./S.E.N.C.R.L., une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

Independent Auditor's Report

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, 2011, and the results of its operations and its cash flows for the year then ended, in accordance with Canadian generally accepted accounting principles.

*BDO Canada LLP / s.r.l. / S.E.N.C.R.L.*¹

Chartered Accountants

Montréal, Québec
June 29, 2011

¹ CA auditor permit No. 10589

BDO Canada s.r.l./S.E.N.C.R.L., une société canadienne à responsabilité limitée/société en nom collectif à responsabilité limitée, est membre de BDO International Limited, société de droit anglais, et fait partie du réseau international de sociétés membres indépendantes BDO.

BDO Canada LLP, a Canadian limited liability partnership, is a member of BDO International Limited, a UK company limited by guarantee, and forms part of the international BDO network of independent member firms.

**Sport Dispute Resolution Centre of Canada
Statement of Financial Position**

March 31	2011	2010
Assets		
Current		
Cash	\$ 61,997	\$ 246,577
Accounts receivable	291	2,036
Contribution receivable, due on demand and non-interest bearing (Note 4)	32,669	-
Sales taxes receivable	45,884	16,003
Prepaid expenses	12,314	10,958
	<u>153,155</u>	<u>275,574</u>
Capital assets (Note 3)	<u>16,039</u>	<u>18,421</u>
	\$ 169,194	\$ 293,995
Liabilities and Net Assets		
Current		
Accounts payable and accrued liabilities	\$ 121,575	\$ 103,706
Contribution payable, payable on demand and non-interest bearing (Note 4)	-	151,430
	<u>121,575</u>	<u>255,136</u>
Net assets		
Invested in capital assets	16,039	18,421
Unrestricted	31,580	20,438
	<u>47,619</u>	<u>38,859</u>
	\$ 169,194	\$ 293,995

On behalf of the Board

_____ Director

_____ Director

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

Sport Dispute Resolution Centre of Canada Statement of Revenue and Expenditures

For the year ended March 31	2011	2010
Revenue		
Contribution (Note 4)	\$ 861,750	\$ 819,667
Other revenue	11,142	4,200
Reimbursement of excess contribution (Note 4)	(10,431)	(151,430)
	862,461	672,437
Expenditures		
General and administrative		
Professional fees	48,423	40,720
Rent	40,926	42,018
Traveling expenses	23,985	29,105
Promotion and communications	20,989	2,337
Office expenses	14,557	12,683
Telephone and telecommunications	10,302	8,764
Meeting	10,096	21,729
Insurance	8,702	11,240
Meals and entertainment	5,507	10,544
Amortization	4,377	4,727
Bank charges and interest	928	1,321
	188,792	185,188
Human resources		
Salaries and benefits	284,283	266,444
Training	8,777	8,488
Professional fees	6,879	5,213
	299,939	280,145
Official languages		
Translation of decisions	28,865	12,210
Translation of documents	6,550	4,437
	35,415	16,647
Operations		
Case fees	211,242	94,973
Training of arbitrators and mediators	65,279	63,927
Education expenses	53,034	28,499
	329,555	187,399
Excess of revenue over expenditures for the year (Note 4)	\$ 8,760	\$ 3,058

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	2011			2010
	Invested in Capital Assets	Unrestricted	Total	Total
Balance, beginning of year	\$ 18,421	\$ 20,438	\$ 38,859	\$ 35,801
Excess of revenue over expenditures for the year	(4,377)	13,137	8,760	3,058
Investment in capital assets	1,995	(1,995)	-	-
Balance, end of year	\$ 16,039	\$ 31,580	\$ 47,619	\$ 38,859

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	2011	2010
Cash flows from operating activities		
Excess of revenue over expenditures for the year	\$ 8,760	\$ 3,058
Item not involving cash		
Amortization of capital assets	4,377	4,727
	13,137	7,785
Changes in non-cash working capital balances		
Accounts receivable	1,745	(2,036)
Contribution receivable	(32,669)	-
Sales taxes receivable	(29,881)	5,475
Prepaid expenses	(1,356)	1,288
Accounts payable and accrued liabilities	17,869	(4,090)
Contribution payable	(151,430)	149,561
	(182,585)	157,983
Cash flows from investing activity		
Purchase of capital assets	(1,995)	(3,585)
(Decrease) increase in cash during the year	(184,580)	154,398
Cash, beginning of year	246,577	92,179
Cash, end of year	\$ 61,997	\$ 246,577

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

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2011

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.

Financial Instruments The organization's financial instruments consist of cash, accounts receivable, contribution receivable and accounts payable. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest, currency or credit risks arising from these financial instruments.

Fair Value of Financial Assets and Liabilities The following financial assets and liabilities; cash, accounts receivable, contribution receivable and accounts payable are measured at carrying value since it approximates fair value due to the short-term nature of these financial instruments.

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2011

Financial Instruments Classification

The organization classifies its financial instruments into one of the following categories based on the purpose for which the asset was acquired. The organization's accounting policy for each category is as follows:

Held-for-trading

This category includes cash. This assets is carried in the statement of financial position at fair value with changes in fair value recognized in the statement of revenue and expenditures.

Loans and Receivable

This category includes accounts receivable and contribution receivable. These assets are non-derivative financial assets resulting from the delivery of cash or other assets by a lender to a borrower in return for a promise to repay on a specified date or dates, or on demand. They arise principally through the provision of goods and services to customers (accounts receivable and holdbacks receivable), but also incorporate other types of contractual monetary assets. They are initially recognized at fair value and subsequently carried at amortized cost, using the effective interest rate method, less any provision for impairment.

Other Financial Liabilities

This category includes the accounts payable. These liabilities are initially recognized at fair value and subsequently carried at amortized cost using the effective interest rate method.

Transactions costs for each category are expensed as incurred.

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 revenue 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

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2011

3. Capital Assets

	2011		2010	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Office equipment	\$ 43,146	\$ 31,557	\$ 11,589	\$ 14,486
Computer equipment	23,316	18,866	4,450	3,935
	\$ 66,462	\$ 50,423	\$ 16,039	\$ 18,421

4. Government Contributions

During the year, the organization was granted \$861,750 (2010 - \$819,667) in financial assistance from Sport Canada. The entire amount has been included in revenue. As at March 31, 2011, there is a net balance receivable from Sport Canada of \$32,669 (2010 - \$Nil) which has been recorded in the financial statements.

The reimbursement of excess contribution consists of the following:

	2011	2010
Excess of revenue over expenditures for the year	\$ 8,760	\$ 3,058
Reimbursement of excess contribution	10,431	151,430
Revenue before adjustment for contribution	19,191	154,488
Other revenue	(11,142)	(4,200)
Amortization	4,377	4,727
Capital assets acquisitions for the year	(1,995)	(3,585)
Reimbursement of excess contribution	10,431	151,430
Contribution receivable at year-end	(43,100)	-
Net contribution (receivable) payable	\$ (32,669)	\$ 151,430

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

Sport Dispute Resolution Centre of Canada Notes to Financial Statements

March 31, 2011

5. Commitments

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

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

2012	\$	48,452
2013		52,013
2014		52,606
2015		52,606
2016		52,606
Thereafter		<u>83,390</u>
	\$	<u>341,673</u>

6. Capital Management

The organization considers its capital to be its net assets, restricted and unrestricted. Its restricted net assets consist of amounts invested in capital assets.

The organization's objectives in managing its capital are to safeguard its ability to continue as a going concern so it can continue to provide to the sport community a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution. Annual budgets are developed and monitored to ensure the organization's capital is maintained at an appropriate level.

There was no change in the capital management since the previous year.

The organization is subject to an externally imposed capital requirement as disclosed in Note 4.

APPENDIX E

2010–2011 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA

SYNOPSIS OF CASES BEFORE THE **ORDINARY TRIBUNAL** (from April 1, 2010 to March 31, 2011)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDING	SOLUTION	LEGAL REPRESENTATIVE
SDRCC 10-0120 Ordinary Division Resolution Facilitation	Equine	Governance	PSO	Lyon Gilbert	216 days (March 18 to October 20, 2010)	Request withdrawn	Benoit Girardin (PSOs) David Lech (NSO)
SDRCC 10-0121 Ordinary Division Arbitration	Karaté	Selection	Athlete	Henri Pallard	9 days (April 23 to May 2, 2010)	Appeal allowed	Steven Indig (NSO) John Curtis (Athlete)
SDRCC 10-0122 Ordinary Division Arbitration	Boxing	Carding	Athlete	Roger Gunn	59 days (May 18 to July 16, 2010)	Consent/Settlement	
SDRCC 10-0123 Ordinary Division Med/Arb	Table Tennis	Selection	PSO	John P. Sanderson	66 days (May 19 to July 24, 2010)	Appeal denied	
SDRCC 10-0124 Ordinary Division Arbitration	Soccer	Eligibility	PSO	Patrice M. Brunet	25 days (May 27 to June 21, 2010)	Appeal denied	Marc Legros (PSO) Pasquale Santini (NSO)
SDRCC 10-0125 Ordinary Division Arbitration	Squash	Other	Athlete	Graeme Mew	87 days (July 5 to September 30, 2010)	Appeal denied	Hilary Findlay (NSO)
SDRCC 10-0126 Ordinary Division Arbitration	Canoe-Kayak	Selection	Athlete	Richard H. McLaren	10 days (July 29 to August 8, 2010)	Appeal denied	Anne Smith (Athlete)
SDRCC 10-0127 Ordinary Division Arbitration	Taekwondo	Carding	Athlete	John Watson Brooke	69 days (September 1st to November 9, 2010)	Appeal denied	
SDRCC 10-0128 Ordinary Division Arbitration	Football	Eligibility	University	Patrice M. Brunet	22 days (September 23 to October 15, 2010)	Appeal denied	
SDRCC 10-0129 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Stephen L. Drymer	159 days (October 8, 2010 to March 16, 2011)	Consent/Settlement	Louise R. Guerrette (Athlete)
SDRCC 10-0130 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Steven C. Gaon	35 days (October 8 to November 12, 2010)	Consent/Settlement	
SDRCC 10-0131 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete		7 days (October 8 to October 15, 2010)	Request withdrawn	
SDRCC 10-0132 Ordinary Division Med/Arb	Canoe-Kayak	Carding	Athlete		124 days (October 8, 2010 to February 9, 2011)	Request withdrawn	
SDRCC 10-0133 Ordinary Division Arbitration	Football	Eligibility	University	Patrice M. Brunet	7 days (October 8 to October 15, 2010)	Appeal denied	John Kendall (Univ.) Scott Norton (Univ.) Michael Van Dusen (CIS)
SDRCC 10-0134 Ordinary Division Arbitration	Athletics	Discipline	Coach	Larry Banack	45 days (October 12 to November 26, 2010)	Appeal allowed	Andy Buckstein (Coach)
SDRCC 10-0135 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Steven C. Gaon	31 days (October 12 to November 12, 2010)	Consent/Settlement	

SPORT DISPUTE RESOLUTION CENTRE OF CANADA *(continued)*
SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2010 to March 31, 2011)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	TYPE OF DISPUTE	MEMBER FILING THE REQUEST	ARBITRATOR OR MEDIATOR	LENGTH OF PROCEEDING	SOLUTION	LEGAL REPRESENTATIVE
SDRCC 10-0136 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Paule Gauthier	28 days (December 2 to December 30, 2010)	Consent/Settlement	Isabelle Mercier-Dalphon (Athlète)
SDRCC 10-0137 Ordinary Division Med/Arb	Athletics	Carding	Athlete	Michel G. Picher	78 days (December 3, 2010 to February 19, 2011)	Consent/Settlement	Shane Byron King (Athlete) Rob Lonergan (NSO)
SDRCC 10-0138 Ordinary Division Arbitration	Canoe-Kayak	Carding	Athlete	Michel G. Picher	47 days (December 24, 2010 to February 9, 2011)	Appeal denied	Morgan Martin (Athlete) Jim Smellie (Athlete)
SDRCC 11-0139 Ordinary Division Arbitration	Racquetball	Carding	Athlete	Julie Duranceau	33 days (January 19 to February 21, 2011)	Consent/Settlement	Isabelle Mercier-Dalphon (Athlete)
SDRCC 11-0140 Ordinary Division Med/Arb	Badminton	Selection	Athlete	Stephen L. Drymer	21 days (February 7 to February 28, 2011)	Appeal allowed	
SDRCC 11-0141 Ordinary Division Arbitration	Squash	Other	Athlete	Carol Roberts	35 days (February 16 to March 23, 2011)	Appeal denied	Hilary Findlay (NSO)
SDRCC 11-0142 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Ross C. Dumoulin	6 days (February 24 to March 2, 2011)	Consent/Settlement	Steven Indig (NSO)
SDRCC 11-0143 Ordinary Division Resolution Facilitation	Equine	Governance	PSO	Allan J. Stitt	20 days (February 28 to March 20, 2011)	Consent/Settlement	Benoit Girardin (PSOs)
SDRCC 11-0144 Ordinary Division Arbitration	Fencing	Carding	Athlete	Robert Décarv	10 days (February 25 to March 7, 2011)	Consent/Settlement	
SDRCC 11-0145 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	Richard W. Pound	2 days (March 2 to March 4, 2011)	Appeal allowed	Michaël Bardagi (Athlete) Brian Ward (NSO)
SDRCC 11-0146 Ordinary Division Arbitration	Fencing	Selection	Athlete	Andrew McDougall	8 days (March 8 to March 16, 2011)	Request withdrawn	Michaël Bardagi (Athlete) Pierre Fournier (Athletes)
SDRCC 11-0147 Ordinary Division Arbitration	Fencing	Selection	Athlete	Kathleen J. Kelly	8 days (March 16 to March 24, 2011)	Consent/Settlement	Pierre Fournier (Athletes)

APPENDIX E: 2010–2011 STATISTICS ON CASES

SPORT DISPUTE RESOLUTION CENTRE OF CANADA SYNOPSIS OF CASES BEFORE THE **DOPING TRIBUNAL** (from April 1, 2010 to March 31, 2011)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER ASSERTED	ARBITRATOR	LENGTH OF PROCEEDING	SOLUTION	LEGAL REPRESENTATIVE
SDRCC DT 10-0117 Doping Tribunal Arbitration	Athletics	Athlete	Larry Banack	274 days (March 22 to December 21, 2010)	No violation	Timothy S.B. Danson (Athlete) Robert C. Morrow (CCES)
SDRCC DT 10-0118 Doping Tribunal Arbitration	Boxing	Athlete		19 days (April 21 to May 10, 2010)	Waiver	
SDRCC DT 10-0119 Doping Tribunal Arbitration	Football	Athlete	Deborah L. Sword	66 days (April 23 to June 28, 2010)	Waiver	
SDRCC DT 10-0120 Doping Tribunal Arbitration	Football	Athlete		58 days (April 23 to June 20, 2010)	Waiver	
SDRCC DT 10-0121 Doping Tribunal Arbitration	Football	Athlete	Ross C. Dumoulin	67 days (June 17 to August 23, 2010)	Sanction: 1-Year Ineligibility	David Lech (CCES)
SDRCC DT 10-0122 Doping Tribunal Arbitration	Football	Athlete		27 days (May 5 to June 1, 2010)	Waiver	
SDRCC DT 10-0123 Doping Tribunal Arbitration	Football	Athlete		7 days (April 26 to May 3, 2010)	Request withdrawn	
SDRCC DT 10-0124 Doping Tribunal Arbitration	Football	Athlete	Graeme Mew	117 days (April 30 to August 25, 2010)	Waiver	
SDRCC DT 10-0125 Doping Tribunal Arbitration	Football	Athlete		14 days (May 11 to May 25, 2010)	Waiver	
SDRCC DT 10-0126 Doping Tribunal Arbitration	Football	Athlete	Anton M.S. Melnyk	99 days (May 19 to August 26, 2010)	Waiver	
SDRCC DT 10-0127 Doping Tribunal Arbitration	Football	Athlete		0 day (May 28, 2010)	Request withdrawn	
SDRCC DT 10-0128 Doping Tribunal Arbitration	Football	Athlete	Ed Ratushny	79 days (June 4 to August 23, 2010)	Sanction: 3-Year Ineligibility	David Lech (CCES)
SDRCC DT 10-0129 Doping Tribunal Arbitration	Football	Athlete		3 days (June 18 to June 21, 2010)	Waiver	
SDRCC DT 10-0130 Doping Tribunal Arbitration	Basketball	Athlete		71 days (June 23 to September 2, 2010)	Waiver	
SDRCC DT 10-0131 Doping Tribunal Arbitration	Water Polo	Athlete		7 days (July 7 to July 14, 2010)	Waiver	
SDRCC DT 10-0132 Doping Tribunal Arbitration	Football	Athlete	Michel G. Picher	15 days (July 7 to July 22, 2010)	Sanction: 2-Year Ineligibility	David Lech (CCES)

SPORT DISPUTE RESOLUTION CENTRE OF CANADA *(continued)*
SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL (from April 1, 2010 to March 31, 2011)

FILE NUMBER DIVISION TYPE OF REQUEST	SPORT	MEMBER ASSERTED	ARBITRATOR	LENGTH OF PROCEEDING	SOLUTION	LEGAL REPRESENTATIVE
SDRCC DT 10-0133 Doping Tribunal Arbitration	Football	Athlete		3 days (July 27 to July 30, 2010)	Waiver	
SDRCC DT 10-0134 Doping Tribunal Arbitration	Football	Athlete		115 days (July 27 to November 19, 2010)	Waiver	David Lech (CCES) Brian Ward & Timothy S.B. Danson (Athlete)
SDRCC DT 10-0135 Doping Tribunal Arbitration	Judo	Athlete		0 day (July 30, 2010)	Waiver	
SDRCC DT 10-0136 Doping Tribunal Arbitration	Football	Athlete		0 day (July 10, 2010)	Waiver	
SDRCC DT 10-0137 Doping Tribunal Arbitration	Football	Athlete	Carol Roberts	98 days (October 15, 2010 to January 21, 2011)	Sanction: 2-Year Ineligibility	David Lech (CCES)
SDRCC DT 10-0138 Doping Tribunal Arbitration	Football	Athlete		0 day (October 15, 2010)	Waiver	
SDRCC DT 10-0139 Doping Tribunal Arbitration	Football	Athlete		5 days (October 15 to October 20, 2010)	Waiver	
SDRCC DT 10-0140 Doping Tribunal Arbitration	Football	Athlete		6 days (October 19 to October 25, 2010)	Waiver	
SDRCC DT 10-0141 Doping Tribunal Arbitration	Football	Coach	Marc Lalonde	74 days (October 22, 2010 to January 4, 2011)	Waiver	
SDRCC DT 10-0142 Doping Tribunal Arbitration	Football	Athlete		37 days (December 1, 2010 to January 7, 2011)	Waiver	
SDRCC DT 11-0143 Doping Tribunal Arbitration	Football	Athlete		1 day (January 6 to January 7, 2011)	Waiver	
SDRCC DT 11-0144 Doping Tribunal Arbitration	Football	Athlete		11 days (January 6 to January 17, 2011)	Waiver	
SDRCC DT 11-0145 Doping Tribunal Arbitration	Football	Athlete		7 days (January 6 to January 13, 2011)	Waiver	
SDRCC DT 11-0146 Doping Tribunal Arbitration	Taekwondo	Athlete	Patrice M. Brunet	(March 3, 2011)	In Progress	Yann Bernard (CCES)
SDRCC DT 11-0147 Doping Tribunal Arbitration	Football	Athlete		30 days (March 22 to April 21, 2011)	Waiver	Louis Mazurette & Jean- Philippe Abraham (Ath.) Benoit Girardin (CCES)

APPENDIX F

LIST OF ARBITRATORS AND MEDIATORS OF THE SDRCC

ARBITRATORS

Larry Banack (Ontario)
John Watson Brooke (Ontario) (until December 31, 2010)
Patrice M. Brunet (Quebec)
Kevin M. Burkett (Ontario) (until December 31, 2010)
David I. Bristow (Ontario) (since February 1st, 2011)
Jean-Guy Clément (Quebec) (until December 31, 2010)
Barbara Cornish (British Columbia)
Robert Décary (Quebec) (since February 1st, 2011)
Jane H. Devlin (Ontario)
James E. Doyle (Ontario) (until December 31, 2010)
Stephen L. Drymer (Quebec)
Ross C. Dumoulin (Ontario)
L. Yves Fortier (Quebec)
Hugh L. Fraser (Ontario) (since February 1st, 2011)
Paule Gauthier (Quebec)
Benjamin Greenberg (Quebec) (until December 31, 2010)
James W. Hedley (Manitoba)
Kathleen J. Kelly (Ontario) (until December 31, 2010)
Marc Lalonde (Quebec) (until December 31, 2010)
Peter J. MacKeigan (Nova-Scotia) (until December 31, 2010)
Stewart McInnes (Nova-Scotia)
Andrew McDougall (Ontario) (since February 1st, 2011)
Richard McLaren (Ontario)
Anton M.S. Melnyk (Alberta) (until December 31, 2010)
Graeme Mew (Ontario)
Henri Pallard (Ontario) (until December 31, 2010)
Michel G. Picher (Ontario)
Gordon E Peterson (Ontario) (since February 1st, 2011)
Richard W. Pound (Quebec)
Joie Quarton (Yukon) (until December 31, 2010)
Ed Ratushny (Ontario)
Carol Roberts (British Columbia)
Bernard A. Roy (Quebec)
John P. Sanderson (British Columbia)
Tricia C. Smith (British Columbia)
Janie Soubliere (Quebec) (since February 1st, 2011)
Allan Stiff (Ontario) (since February 1st, 2011)
Deborah Sword (Alberta) (until December 31, 2010)
Cayley Jane Thomas (Northwest Territories) (since February 1st, 2011)
François Tremblay (Quebec) (since February 1st, 2011)
John H. Welbourn (Alberta)

MEDIATORS

Greg Ambrozic (Ontario)
Larry Banack (Ontario) (until December 31, 2010)
Roger Beaudry (Ontario)
David Bennett (Ontario)
Dominique F. Bourcheix (Quebec)
Kevin M. Burkett (Ontario) (until December 31, 2010)
David I. Bristow (Ontario) (since February 1st, 2011)
Rick Brooks (Ontario) (since February 1st, 2011)
Barbara Cornish (British Columbia)
Kileen Dagg Centurione (Ontario) (until December 31, 2010)
Jane H. Devlin (Ontario)
Stephen L. Drymer (Quebec)
Julie Duranceau (Quebec)
Stephen C. Gaon (Ontario)
Paule Gauthier (Quebec)
Lyon Gilbert (Ontario) (until December 31, 2010)
Paul Denis Godin (Ontario)
Vanessa Gray (Alberta) (since February 1st, 2011)
Roger Gunn (Alberta)
Kathleen J. Kelly (Ontario)
Ian R. MacDonald (Alberta)
Bunny Macfarlane (Ontario) (until December 31, 2010)
Peter J. MacKeigan (Nova-Scotia)
Stewart McInnes (Nova-Scotia)
Anton M.S. Melnyk (Alberta) (until December 31, 2010)
Graeme Mew (Ontario)
Gordon E Peterson (Ontario) (since February 1st, 2011)
Michel G. Picher (Ontario)
Joie Quarton (Yukon) (until December 31, 2010)
John P. Sanderson (British Columbia)
Anne Sone (Ontario) (since February 1st, 2011)
Allan Stiff (Ontario) (since February 1st, 2011)
Deborah Sword (Alberta)
George W. Taylor (Ontario)
Cayley Jane Thomas (Northwest Territories) (since February 1st, 2011)



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