



CRDSC SDRCC

Centre de Règlement des Différends Sportifs du Canada  
Sport Dispute Resolution Centre of Canada

From the Chairperson of the SDRCC  
William L. Ryan, Q.C. / July 31, 2020

# SDRCC ANNUAL REPORT 2019-2020



**Integrity Fairness Excellence**



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**NOTICE:**

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## About the Centre

The Sport Dispute Resolution Centre of Canada (the “Centre” or the “SDRCC”) was created in March 2003 by an Act of Parliament, the *Physical Activity and Sport Act* (the “Act”). The Board of Directors of the Centre (the “Board”) is comprised of voluntary members and has the mandate to direct the Centre and oversee its activities. The Board is appointed by the Minister responsible for sport.

This report reviews the operations and assesses the results of the activities of the Centre for the Period from April 1, 2019 to March 31, 2020 (the “Period”).

### STATUTORY MANDATE

The mission of the Centre is to provide to the sport community a) a national alternative dispute resolution service for sport disputes; and b) expertise and assistance regarding alternative dispute resolution.

### VISION STATEMENT FOR 2020–2024

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

### MISSION STATEMENT FOR 2020–2024

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

### VALUES

- **INTEGRITY** - Through transparency, competence and high standards of ethical conduct, we constantly strive to earn our stakeholders’ trust.
- **FAIRNESS** - We are independent, impartial and respectful of all parties so our stakeholders can count on us to be fair.
- **EXCELLENCE** – We effectively achieve our mission by being efficient, accessible, professional, and compassionate.

### ORGANIZATION HISTORY AND PROFILE

The Centre was established to offer the Canadian sport community the necessary tools to prevent conflicts and, when they are inevitable, to resolve them.

Following extensive consultations in the sport community and collaboration between several key sport organizations in Canada, the interim predecessor of the Centre, the ADRsportRED Program, was launched in January 2002 to offer dispute resolution services to the sport community at the national level.

When the *Physical Activity and Sport Act* received Royal Assent in March 2003, the Centre was officially established as an independent organization with a mission to provide to the sport community a national alternative dispute resolution (ADR) service for sports-related disputes. The Centre officially began its operations in April 2004 and it assumed responsibility for hearing all doping cases in Canada starting in June 2004.

The Centre has seven full-time permanent staff members. On average, the Centre handles over 49 cases per year, of which almost half are doping-related cases. In addition to the activities of the Tribunal, the Dispute Prevention Resource Centre provides members of the Canadian sport community with tools to help prevent and reduce the occurrence or severity of sports-related disputes.

Since 2018, the Centre is responsible for the Investigation Unit, providing professional and independent investigation services to the sport community for abuse and harassment complaints. The Centre also oversees the Canadian Sport Helpline, a free, anonymous, confidential and bilingual listening and referral service for concerns regarding abuse, harassment and discrimination in sport.



## Message from the Chairperson and Chief Executive Officer

It is with great pride that we submit our report on activities for the 2019–2020 fiscal year. It would be an understatement to say that the past year has been a busy one.

The appointment of six new directors and a new chairperson by the Minister responsible for sport coincided with the need to renew the Centre's long-term strategic plan. Informed by the results of a broad stakeholder consultation, the Board adopted an ambitious but realistic strategic plan to support the Centre's past successes and increase the scope and reach of the services in demand throughout the Canadian sport community.

We are also extremely proud of the undeniable success of the Centre in the hosting of a second Court of Arbitration for Sport (CAS) public seminar in Canada. This event was organized as the public portion of the Centre's annual Mediator and Arbitrator Conference. In addition to the Centre's own members, the event attracted registrants from 12 different countries.

Building on the leadership role adopted in the previous fiscal year, the Centre sought to improve its contribution to address abuse, harassment, and discrimination in Canadian sport. As the Canadian Sport Helpline and the Investigation Unit were set to end on March 31, 2020, an independent evaluation was commissioned to assess the effectiveness, impact, viability and awareness of these pilot projects. The final evaluation report is enlightening and, given the positive conclusions of the research firm, the Centre resolved to maintain in place the two initiatives, at least until permanent solutions are in place. Some of the recommendations formulated by the research team are already being implemented to improve the services offered by the Canadian Sport Helpline and the Investigation Unit and the Centre is eager to continue its search for other solutions to address harassment and abuse in sport.

The Centre experienced a record year in its tribunal operations, handling a total of 70 cases, with early resolution facilitation growing in popularity with 12 requests in the Period. More than ever, parties are aware of the benefits associated with this service which helps them amicably resolve their disputes before an internal appeal process is conducted. The volume of tribunal operations brought about the creation of a new staff position to assist in case management, bringing the office team size to seven employees.

The end of the fiscal year has been tumultuous for the Centre and the rest of the Canadian sport community in the wake of the COVID-19 crisis. The postponement of the 2020 Olympic and Paralympic Games in Tokyo, and the cancellation of almost every sporting event, are stark examples of the global uncertainty that we have been facing the last few months. However, we can assure you that the Centre has and will continue to fulfill its role as a leader in sport dispute prevention and resolution, while fostering a culture of integrity, fairness and respect in Canada.

### **William L. Ryan, Q.C.**

Chairperson of the Board of Directors

### **Marie-Claude Asselin**

Chief Executive Officer



# Highlights from 2019–2020

## Achieving Our Objectives:

### **PILLAR 1**

PROVIDING SPORT DISPUTE RESOLUTION SERVICES TO THE CANADIAN SPORT COMMUNITY

#### **1.1 Collaborate with the Court of Arbitration for Sport to host its next North American regional seminar in conjunction with the Centre’s Mediator and Arbitrator conference to be held in Montreal in 2020**

The Centre held its annual Mediator and Arbitrator Conference in Montreal, Quebec, under the theme “Fostering Integrity in Sport with Dispute Resolution.” The event, organized in conjunction with the regional seminar of the Court of Arbitration for Sport, was a resounding success and attracted a record 170 participants from 12 countries to the public seminar on January 30, 2020. SDRCC roster members and all other participants benefited from this unique training and networking opportunity with world experts in sport dispute resolution.

#### **1.2 Continue to actively promote the use of Early Resolution Facilitation to all federally-funded sport organizations**

As the Centre continued to promote the use of Early Resolution Facilitation, an increase in requests for this service was observed. Twelve (12) such requests were received during the last fiscal year, including six (6) related to athlete carding. As was expected in conceptualising this new service, an unprecedented resolution rate of 83% was achieved, thereby reducing the need for lengthy and costly internal appeal processes. At the time of printing, one (1) case remained in progress.

#### **1.3 Expand the reach of the Centre’s case management services to more sport organizations in the conduct of their internal dispute resolution processes**

The demand for the Centre’s fee-for-service case management services was maintained with six (6) internal discipline or appeal processes managed, three (3) of which were opened during the Period. The Centre also assisted a national sport organization in providing videoconferencing

services for a complex internal matter. In addition to the renewal of service agreements with national sport organizations, interest for this service was expressed by a number of other sport organizations, including some at the provincial level.

#### **1.4 Update and publish the annotated version of the Canadian Sport Dispute Resolution Code**

Due to the extraordinary volume of tribunal cases during the Period, the drafting of new annotations to the Canadian Sport Dispute Resolution Code was delayed. In light of the need to revise the procedural rules to comply with new anti-doping regulations, which are scheduled to come into effect during the 2020–2021 fiscal year, several roster members participated in a consultation session during the 2020 Mediator and Arbitrator Conference. It was deemed appropriate to defer the preparation of an annotated version until the new Canadian Sport Dispute Resolution Code was adopted.

### **PILLAR 2**

STRENGTHENING THE CAPACITY OF THE CANADIAN SPORT COMMUNITY TO PREVENT AND RESOLVE DISPUTES

#### **2.1 Support the implementation and evaluation of the Sport Law Connect Program in British Columbia and seek to establish partnerships in other provinces and territories to expand the program**

Following a successful launch of the Sport Law Connect Program (SLCP) pilot project in British Columbia, the program was expanded to Manitoba in partnership with Sport Manitoba, the ADR Institute of Manitoba (ADRIM), and students from the University of Manitoba. Orientation and training sessions were conducted by SDRCC and Sport Manitoba staff, in Winnipeg, to interested law students from Robson Hall and members of ADRIM.

A training session was conducted by the Centre for current participants in British Columbia, giving them the opportunity to act as case managers. Information sessions were



also held for provincial sport administrators via webinar and in person in British Columbia and in Manitoba, respectively, to promote the SLCP to interested users.

Provincial sport organizations in Manitoba are able to submit requests to Sport Manitoba in order to receive dispute resolution services from qualified participants. Over 30 participants attended the training sessions and volunteered to act as facilitators, members of an appeal panel and/or sole adjudicators.

The Centre is in discussion with other potential partners and plans to continue its expansion efforts to implement the SLCP in more provinces and territories during the next fiscal year.

## **2.2 Prioritize topics and publish a series of model policy templates for sport organizations**

In addition to the existent model appeal policy template and the model conflict of interest policy template, the Centre has prioritized the development of a discipline and complaints policy during the Period, expected to be published early in the next fiscal year. These templates are designed to be relevant to the operations of most sport organizations and at the same time to be respectful of the need to tailor each policy to the size, membership structure, governance model and resources of each organization wishing to use them.

## **2.3 Continue to seek opportunities to increase the reach of dispute prevention resources and tools to the Canadian Sport Community**

The publication *Dispute Prevention for Coaches* was updated in partnership with the Coaching Association of Canada (CAC) from its previous version, and was distributed widely to coaches attending the CAC's Sport Leadership Conference in the fall of 2019. SDRCC staff is also lending its expertise to assist the Coaching Association of Canada in the review of two of its National Coaching Certification Program modules pertaining to conflict management and drug-free sport.

SDRCC staff conducted 30 workshops and presentations, 23 of which were in person and seven (7) were by webinar. Two (2) of these webinars, one in each official language, on the topic of team selection policy development, were offered to a total of 121 participants from 11 provinces and territories in collaboration with Canada Games Council. The SDRCC kiosk was also displayed at five (5) events across the country, where publications were distributed to coaches, administrators and other members of the Canadian sport community.

### **PILLAR 3**

SUPPORTING THE CANADIAN SPORT COMMUNITY IN CREATING A SAFE SPORT ENVIRONMENT

## **3.1 Support the Advisory Committee in the responsible management and evaluation of the Investigation Unit pilot project**

In September 2019, following a recommendation of its Advisory Committee for safe sport initiatives, the Centre launched a third call for applications to recruit additional investigators. As a result, the Investigation Unit added 12 new members and now covers eight (8) provinces and territories with a total of 25 investigators, four (4) of whom are fully bilingual. An investigator from the United States who provides services to the US Center for SafeSport also participated in the training and is available to assist members of the Investigation Unit if part of their mandates require investigation south of the border.

As the Investigation Unit pilot project was initially scheduled to end on March 31, 2020, the Centre retained the services of Prairie Research Associates (PRA) to conduct an independent evaluation of the service. The conclusions and recommendations formulated by PRA were informed by a five-month long research initiative which included thorough document and data review, as well as numerous key informant and client interviews and focus groups. The final report was published on April 1, 2020, and is accessible for download on the Centre's website. In keeping with the recommendations from the evaluation report, the Centre



continues to offer the service and, subject to financial capacity, has already begun the implementation of some of the recommended improvements.

### **3.2 Establish a helpline for victims and witnesses of harassment or abuse in Canadian sport to obtain the necessary assistance, advice and referrals**

In March 2019, shortly after submitting its 2019–2020 Corporate Plan to the Minister of Science and Sport, the Centre successfully launched the Canadian Sport Helpline to offer assistance to victims or witnesses of harassment, abuse or discrimination. The free, anonymous, confidential and independent service provides members of the sport community with an outlet to share and validate their concerns, obtain advice on required next steps and be referred to other appropriate resources for follow up. The service is run in partnership with the Canadian Centre for Mental Health and Sport (CCMHS), which assembled a team of practitioners with expertise in counselling, psychology and sport to act as helpline operators.

Between the date the service was created and March 31, 2020, the Canadian Sport Helpline logged 1,310 calls, emails and text messages. Operators helped 209 clients. Statistics show that parents of children or youth in club-level sports are the most frequent clients of the Helpline, followed by athletes themselves. Clients are mostly witnesses seeking assistance on how to address what they observe or suspect, rather than those suffering from harassment, abuse or discrimination. Canadian Sport Helpline clients are predominantly adults, English-speaking, with a higher proportion of female than male clients contacting the service. Most concerns reported related to bullying, abuse of power, verbal abuse, discrimination, and harassment. Ice hockey, swimming and soccer were the most frequent sports mentioned, which is not surprising considering those federations have very large memberships. Clients were scattered across the country, the number of calls received from each province/territory being generally proportional to their population size.

A second promotional campaign for the Canadian Sport Helpline was conducted through social media platforms, increasing awareness among members of the sport community. Posters and business cards were also distributed to national and provincial sport organizations throughout Canada, with ready-to-print versions also available online.

Prairie Research Associates (PRA) conducted concurrent, independent evaluations of the Canadian Sport Helpline and the Investigation Unit. Following the recommendations contained in PRA's report, the Centre offered additional training to the operators, including on communication with victims in crisis and on the complex structure of the sport system in our country. The Centre will maintain the Canadian Sport Helpline operational pending confirmation of its funding for the 2020–2021 fiscal year.

### **3.3 Develop a system aimed at helping the Canadian sport community address non-compliance with its safe sport policies and codes of conduct**

A framework was designed by the Centre to allow allegations of harassment, abuse and discrimination in the Canadian sport community to be managed professionally and independently. A proposal was circulated to several stakeholders during the Period to seek feedback on the model which features four main components: (i) a helpline; (ii) a two-step investigation process; (iii) a review and possible assertions of conduct violations by a Sport Integrity Commissioner; and (iv) a hearing before a Safeguarding Tribunal.

The proposal has garnered positive interest across the country and the Centre is collaborating with viaSport BC on its safe sport initiatives, which are supported by the Government of British Columbia. The Centre's proposed model will guide the piloting of mechanisms to address complaints in that province. This pilot is expected to take effect in the 2020–21 fiscal year.





## **PILLAR 4**

### **PURSuing ORGANIZATIONAL EXCELLENCE**

#### **4.1 Renew the long-term strategy for the Period 2020–2024 and begin its implementation**

The Centre's strategic planning process was kicked off at the Board's September 2019 meetings, and culminated with a full day of facilitated strategic planning in February 2020. Extensive stakeholder consultations took place from September 2019 to January 2020. The 2020–2024 plan was finalised and published on the Centre's website before the end of the fiscal year.

Keeping with the statutory mandate of the Centre, the Board concluded that the core business remains tribunal services and dispute prevention. Consequently, four strategic priority areas were identified: 1) Providing Sport Dispute Resolution Services; 2) Strengthening the Capacity of the Sport Community to Prevent and Resolve Disputes; 3) Supporting Integrity in Sport; and 4) Pursuing Organizational Excellence. The 2020–2021 Corporate Plan, published on March 1, 2020, was elaborated to begin the implementation of those stated priorities.

#### **4.2 Provide orientation to new members of the Board of Directors**

In the spring of 2019, the Minister of Science and Sport appointed six (6) new Board members in Aaron Bruce, Alex Harvey, Brad Kielmann, Sandrine Mainville, Lanni Marchant and Marisha Roman. William L. Ryan was also named by the Minister as Chairman of the Board. In June 2019, the Centre held a comprehensive in-person orientation session for the new members and invited them to a knowledge transfer Board meeting in Montreal, Quebec. The Centre's Board Handbook was also updated for the benefit of the new directors.

#### **4.3 Continue to develop and promote the Centre's new initiatives and fee-for-service offerings and secure the additional resources required to support them**

In addition to its case management services, as described in section 1.3 above, the Centre continues to offer its doping hearing services to non-funded sport organizations entering into doping control agreements with the Canadian Centre for Ethics in Sport (CCES). During the Period, two (2) doping allegations in the sport of powerlifting and one (1) in the sport of cheerleading were filed by the CCES.

The Centre also provided Resolution Facilitation on a fee-for-service basis to help resolve two (2) complaints at the club level arising out of the application of safe sport policies.

Upon the closing of the mediation clinic by the University of Montreal in September 2019, the Centre lost a valued client and collaborator in the licensing of its Case Management Portal. The Centre is collaborating with the online dispute resolution task force of the ADR Institute of Canada, sharing its 16 years of expertise in the conduct of virtual mediation sessions and arbitration hearings. Many courts and tribunals, in sport or other fields, expressed interest in the Case Management Portal, which is currently being recoded to more easily accommodate custom-tailored platforms for eventual licensing.

The public portion of the 2020 Mediator and Arbitrator Conference, held in partnership with the Court of Arbitration for Sport, was the most successful in terms of the number attendees since the Centre opened its event to the public in 2011. The event generated sufficient revenues to offer, once again, unique networking opportunities to law students at a below-cost registration rate.

#### **4.4 Ensure that the Centre's policies comply with the Act, its by-laws and any agreements to which the SDRCC is a party**

The Centre's 2018–2019 Annual Report was delivered to the Minister of Science and Sport in July 2019 and its Annual Public Meeting was held in Ottawa, Ontario, on September 13, 2019.



The *Regroupement Loisir et Sport du Québec (RLSQ)*, a not-for-profit organization primarily servicing sport organizations, provided accounting services for the Centre during the Period. The firm Baker Tilly audited the accounts and financial transactions of the Centre and submitted its written report to the Audit and Finance Committee of the Centre on June 16, 2020. The Auditor's Report was approved by the Board on July 8, 2020. The Auditor's Report, presented on page 16 of this report, states that the policies of the Centre are in accordance with Canadian accounting standards for not-for-profit organizations and that the Centre is economically dependent on government funding for its financial operations.

Sport Canada's core contribution to the Centre for the Period was **\$1,100,000**. The approved financial statements show that related expenses amounted to a total of **\$1,090,860** broken down as follows:

- **\$129,030** for administration, including office, general administration and communication;
- **\$60,498** for governance and compliance;
- **\$54,954** for official languages requirements, including the cost of translation for the Centre's documents and rulings;
- **\$351,236** for operations and programming, including the administration of cases, training for mediators and arbitrators, education and outreach; and
- **\$515,272** for human resources, including professional development as well as salaries and benefits for the Centre's staff.

An additional \$291,100 was awarded by Sport Canada in order to support financially the Centre's two safe sport initiatives, the Investigation Unit and the Canadian Sport Helpline. The expenses relating to this above-reference level funding were broken down as follows: **\$1,448** in administration including governance, **\$3,008** in official languages, **\$165,928** in operations and **\$7,010**, in human resources, as reported in the audited financial statements.

In addition to the above expenses, an amount of \$81,011 was recorded as deferred contribution related to the payment of installments for the Canadian Sport Helpline services.

At the end of the Period, an excess of revenues over expenses of \$41,836 was recorded. In response to the COVID-19 pandemic, Sport Canada issued an amendment to the Centre's Contribution Agreement to extend from March 31, 2020 to September 30, 2020 the period during which goods and services rendered are considered eligible expenses. Therefore the amount to be returned to Sport Canada as stated above is subject to change.

The Centre also generated **\$30,279** in independent revenues for the Period.

As required by Section 32 of the Act, the Corporate Plan for the 2020–2021 fiscal year was delivered to the Minister of Canadian Heritage on February 27, 2020. The plan indicated that the Centre's strategic priorities would include: (i) delivering effective and professional sport dispute resolution services; (ii) increasing accessibility to dispute prevention tools and resources; (iii) continuing to develop partnerships to assist members of the Canadian sport community in the efficient resolution of sport disputes; (iv) continuing to support the sport community to address maltreatment in sport; and (v) practicing transparent, sustainable and responsible management and governance.

The Corporate Plan presented a budget that included core expenditures of \$1,100,000. The projected expenditures included: \$110,000 for administration, \$40,000 for governance, \$38,500 for official languages, \$385,000 for operations, and \$526,500 for human resources. The Corporate Plan also included a request for \$272,500 in above reference level funding to ensure the continuity of the Canadian Sport Helpline and of the Investigation Unit, as well as to support initiatives to improve gender equity on the Centre's list of Mediators and Arbitrators and other initiatives related to safety in sport.

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

# Dispute Resolution Secretariat Activities in 2019–2020

Seventy (70) new cases were filed during the Period, originating from 27 different sports.

The Ordinary Tribunal was seized with 53 new requests, including four (4) fee-for-service cases, dealing with issues such as team selection, athlete carding, eligibility, discipline, harassment and membership matters. Among those cases, twenty-three (23) were settled by consent agreement of the parties, for a settlement rate of 43%; 19 were resolved by way of arbitration; and three (3) requests were withdrawn. The average duration of cases was 39 days, irrespective of the dispute resolution method used, with the exception of four (4) matters which remain in progress at the time of printing.

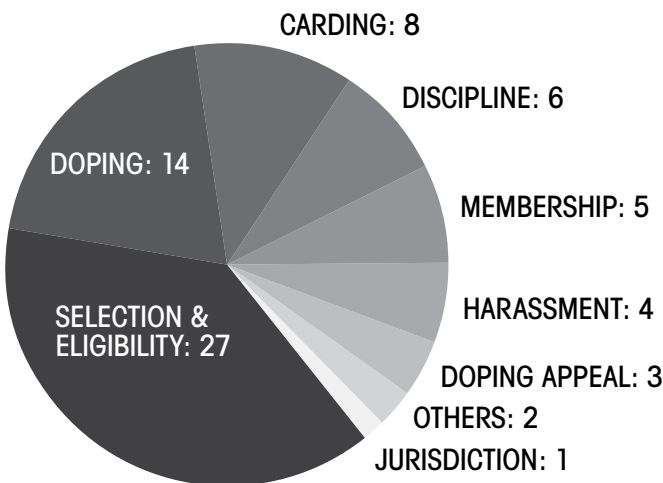
In the Doping Tribunal, 14 new doping violation assertions were filed, including three (3) on a fee-for-service basis. Two (2) cases were decided by arbitration, while ten (10) athletes waived their right to a hearing or were deemed by the Canadian Centre for Ethics in Sport (CCES) to have

waived such right. One case in the Doping Tribunal was mediated and settled by consent agreement of the parties. The average time for resolution of doping cases was 63 days, with the exception of one (1) matter which remains in progress. Furthermore, three (3) doping appeals were filed during the Period.

All sports-related disputes submitted during the Period were managed fairly and efficiently in accordance with the highest standards of arbitration and mediation practice. Parties to proceedings benefitted from access to free legal advice and services through the Pro Bono program. Based on a survey of the Centre’s pro bono lawyers, they were contacted by athletes, coaches, sport organizations and parents at least 62 times and assisted parties in at least twenty (20) cases. The most prevalent reason for turning down a case was that the timelines of the proceedings conflicted with prior commitments. Thanks to this service, members of the sport community saved an estimated \$282,000 in legal fees during the Period.

## TYPE OF DISPUTE

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



## DISPUTES PER SPORT

Multiple requests were submitted from the following sports:

SPORT	NUMBER OF CASES
Rowing	9
Athletics	6
Football	6
Alpine Ski	4
Badminton	4
Bobsleigh	4
Cricket	3
Cross Country Ski	3
Shooting	3
Snowboard	3
Wrestling	3
Canoe-Kayak	2
Equine Sport	2
Gymnastics	2
Powerlifting	2

*Sports from which only one dispute was submitted were: Artistic Swimming, Biathlon, Cheerleading, Fencing, Figure Skating, Goalball, Judo, Karate, Skeleton, Softball, Speed Skating, Table Tennis and Taekwondo, as well as one in a Multisport context.*

# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 19-0395 Ordinary Division Arbitration	Badminton	Membership	Athletes & Coach	JJ McIntyre	79 days (April 8, 2019 to June 26, 2019)	Appeal allowed	Emmett Scrimshaw (Athletes & Coach) Paul D. Reid (PSO)
SDRCC 19-0396 Ordinary Division Arbitration	Badminton	Selection	Athlete	JJ McIntyre	1 day (April 24, 2019 to April 25, 2019)	Appeal denied	Emmett Scrimshaw (Athlete) Paul D. Reid (PSO)
SDRCC 19-0397 Ordinary Division Mediation/Arbitration	Shooting	Discipline	Athlete	David Bennett	17 days (May 1, 2019 to May 18, 2019)	Consent / Settlement	Emir Crowne (Athlete)
SDRCC 19-0398 Ordinary Division Arbitration	Karate	Membership	Official	Larry Banack	88 days (May 11, 2019 to August 7, 2019)	Lack of Jurisdiction	
SDRCC 19-0399 Ordinary Division Arbitration	Badminton	Eligibility	Athlete	John Harrison Welbourn	0 days (May 17, 2019 to May 17, 2019)	Appeal denied	Emir Crowne (Athlete)
SDRCC 19-0400 Ordinary Division Arbitration	Athletics	Selection	Athlete	Jeffrey J. Palamar	10 days (May 22, 2019 to June 1, 2019)	Appeal denied	
SDRCC 19-0401 Ordinary Division Arbitration	Athletics	Discipline	Coach	David Bennett	196 days (June 4, 2019 to December 17, 2019)	Appeal allowed	Jason Beitchman & James Katz (Coach) Leanne E. Standryk (NSO)
SDRCC 19-0402 Ordinary Division Early RF	Shooting	Discipline	Athlete & Coach	Bruce Ally	59 days (June 4, 2019 to August 2, 2019)	Consent / Settlement	Layth Gafoor (Athlete)
SDRCC 19-0403 Ordinary Division Mediation/Arbitration	Athletics	Discipline	Volunteers	David Bennett	198 days (June 5, 2019 to December 20, 2019)	Consent / Settlement	Leanne E. Standryk (NSO)
SDRCC 19-0404 Ordinary Division Mediation/Arbitration	Cross Country Ski	Selection	Athlete	L. Yves Fortier	74 days (June 6, 2019 to August 19, 2019)	Appeal denied	
SDRCC 19-0405 Ordinary Division Mediation/Arbitration	Cross Country Ski	Carding	Athlete	L. Yves Fortier	74 days (June 6, 2019 to August 19, 2019)	Appeal denied	
SDRCC 19-0406 Ordinary Division Arbitration	Gymnastics	Selection	Athlete	Patrice M. Brunet	7 days (June 9, 2019 to June 16, 2019)	Appeal denied	
SDRCC 19-0407 Ordinary Division Mediation/Arbitration	Cross Country Ski	Selection	Athlete	Hugh McCall	92 days (June 19, 2019 to September 19, 2019)	Appeal denied	Louise Guerrette (Athlete) Adam Klevinas (NSO)
SDRCC 19-0408 Ordinary Division Mediation/Arbitration	Alpine Ski	Selection	Athlete	Carol Roberts	49 days (June 24, 2019 to August 12, 2019)	Consent / Settlement	

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 19-0409 Ordinary Division Arbitration	Alpine Ski	Selection	Athlete		57 days (June 24, 2019 to August 20, 2019)	Consent / Settlement	
SDRCC 19-0410 Ordinary Division Mediation/Arbitration	Canoe-Kayak	Selection	Athletes	L. Yves Fortier	15 days (June 29, 2019 to July 14, 2019)	Consent / Settlement	Adam Klevinas (NSO)
SDRCC 19-0411 Ordinary Division Arbitration	Cricket	Selection	Athlete	Patrice M. Brunet	24 days (June 30, 2019 to July 24, 2019)	Appeal denied	
SDRCC 19-0412 Ordinary Division Early RF	Snowboard	Selection	Athlete & NSO	Paul Denis Godin	21 days (July 5, 2019 to July 26, 2019)	Consent / Settlement	
SDRCC 19-0413 Ordinary Division Early RF	Rowing	Carding	Athlete & NSO	Carol Roberts	116 days (July 8, 2019 to November 1, 2019)	Consent / Settlement	Susan Humphrey (Athlete) Jay Kim (NSO)
SDRCC 19-0414 Ordinary Division Mediation/Arbitration	Cricket	Selection	Athlete	Carol Roberts	10 days (July 10, 2019 to July 20, 2019)	Consent / Settlement	
SDRCC 19-0415 Ordinary Division Mediation/Arbitration	Canoe-Kayak	Selection	Athlete	Carol Roberts	10 days (July 11, 2019 to July 21, 2019)	Appeal denied	Adam Klevinas (NSO)
SDRCC 19-0416 Ordinary Division Arbitration	Speed Skating	Selection	Athlete	David Bennett	62 days (July 19, 2019 to September 19, 2019)	Appeal allowed	Emir Crowne (Athlete) Adam Klevinas (NSO)
SDRCC 19-0417 Ordinary Division Arbitration	Gymnastics	Selection	Athlete	Janice D. Johnston	10 days (September 6, 2019 to September 16, 2019)	Appeal denied	
SDRCC 19-0418 Ordinary Division Early RF	Snowboard	Carding	Athlete & NSO	Paul Denis Godin	33 days (September 20, 2019 to October 23, 2019)	Consent / Settlement	
SDRCC 19-0419 Ordinary Division Early RF	Snowboard	Carding	Athlete & NSO	Paul Denis Godin	33 days (September 20, 2019 to October 23, 2019)	Consent / Settlement	
SDRCC 19-0420 Ordinary Division Arbitration	Bobsleigh	Membership	Athlete	David Bennett	4 days (September 24, 2019 to September 28, 2019)	Request withdrawn	Jeffrey Rath (Athlete) Arif Chowdhury (NSO)
SDRCC 19-0421 Ordinary Division Arbitration	Bobsleigh	Harassment	Athlete	Robert P. Armstrong	(September 26, 2019)	In Progress	Jeffrey Rath (Athlete) Arif Chowdhury (NSO)
SDRCC 19-0422 Ordinary Division Early RF	Softball	Discipline	Coach & NSO	Julie Duranceau	14 days (September 27, 2019 to October 11, 2019)	Consent / Settlement	Adam Klevinas (NSO) Raphaël Morissette (Athlete)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 19-0423 Ordinary Division Early RF	Equine Sport	Harassment	Athlete, Coach & NSO	David Bennett	42 days (September 30, 2019 to November 11, 2019)	Consent / Settlement	Julie Mouris (Athlete) Megan Shortreed (Athlete)
SDRCC 19-0424 Ordinary Division Mediation/Arbitration	Rowing	Selection	Athlete	David Bennett	21 days (October 8, 2019 to October 29, 2019)	Consent / Settlement	Emir Crowne & Amanda Fowler (Athlete), Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0425 Ordinary Division Arbitration	Rowing	Selection	Athlete	Gordon E. Peterson	29 days (October 15, 2019 to November 13, 2019)	Appeal denied	James H. Smellie (Athlete) Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0426 Ordinary Division Arbitration	Rowing	Selection	Athlete	Robert Néron	54 days (October 18, 2019 to December 11, 2019)	Appeal allowed	Jake Cabott & Christie Campbell (Athlete), Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0427 Ordinary Division Mediation/Arbitration	Rowing	Selection	Athletes	David Bennett	8 days (October 21, 2019 to October 29, 2019)	Consent / Settlement	Tyler O'Henly (Athletes) Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0428 Ordinary Division Arbitration	Rowing	Selection	Athlete	Gordon E. Peterson	40 days (October 24, 2019 to December 3, 2019)	Appeal denied	Michael Kwiatkowski (Athlete) Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0429 Ordinary Division Mediation/Arbitration	Rowing	Selection	Athlete	David Bennett	17 days (October 30, 2019 to November 16, 2019)	Request withdrawn	Emir Crowne & Amanda Fowler (Athlete), Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0430 Ordinary Division Resolution Facilitation	Rowing	Others	Athletes & Coaches	Paul Denis Godin	7 days (October 29, 2019 to November 5, 2019)	RF completed	
SDRCC 19-0431 Ordinary Division Early RF	Judo	Carding	Athlete & NSO	L. Yves Fortier	47 days (November 1, 2019 to December 18, 2019)	Consent / Settlement	
SDRCC 19-0432 Ordinary Division Arbitration	Rowing	Selection	Athlete	Ross C. Dumoulin	13 days (November 5, 2019 to November 18, 2019)	Request withdrawn	Stephanie Streat (Athlete) Geoffrey Cullwick & Jay Kim (NSO)
SDRCC 19-0433 Ordinary Division Arbitration	Fencing	Discipline	Athlete	Richard W. Pound	5 days (November 18, 2019 to November 23, 2019)	Jurisdiction denied	Charlotté Calon & Tina Lie (Athlete), Emily Quail & Luisa Ritacca (NSO)
SDRCC 19-0434 Ordinary Division Arbitration	Cricket	Membership	PSO	Janice D. Johnston	(November 22, 2019)	In progress	Jordan Goldblatt (NSO)
SDRCC 19-0435 Ordinary Division Resolution Facilitation	Football	Others	PSO & NSO	Anne L. Sone	85 days (December 4, 2019 to February 27, 2020)	Consent / Settlement	
SDRCC 20-0436 Ordinary Division Arbitration	Wrestling	Selection	Athlete	John Harrison Welbourn	88 days (January 14, 2020 to April 11, 2020)	Consent / Settlement	Laura Comfort (Athlete)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE ORDINARY TRIBUNAL** (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Type of dispute	Parties initiating the request	Arbitrator or Mediator	Length of proceeding*	Solution	Legal representatives
SDRCC 20-0437 Ordinary Division Arbitration	Skeleton	Jurisdiction	Athlete	Patrice M. Brunet	16 days (January 23, 2020 to February 8, 2020)	Appeal allowed	Emir Crowne & Amanda Fowler (Athlete), Gabrielle Cyr & Alexandra Logvin (NSO)
SDRCC 20-0438 Ordinary Division Resolution Facilitation	Artistic Swimming	Harassment	Athlete & Club	David Bennett	35 days (January 27, 2020 to March 2, 2020)	Consent / Settlement	
SDRCC 20-0439 Ordinary Division Early RF	Badminton	Membership	Coach, PSO & NSO	Michelle Simpson	(February 10, 2020)	In Progress	
SDRCC 20-0440 Ordinary Division Early RF	Taekwondo	Carding	Athlete & NSO	Gordon E. Peterson	20 days (February 11, 2020 to March 2, 2020)	Consent / Settlement	Patrick A. Wright (Athlete)
SDRCC 20-0441 Ordinary Division Mediation/Arbitration	Alpine Ski	Selection	Athlete	Hugh McCall	3 days (February 20, 2020 to February 23, 2020)	Consent / Settlement	
SDRCC 20-0442 Ordinary Division Mediation/Arbitration	Alpine Ski	Selection	Athlete	Hugh McCall	3 days (February 20, 2020 to February 23, 2020)	Consent / Settlement	
SDRCC 20-0443 Ordinary Division Early RF	Figure Skating	Harassment	Volunteer & Club	James C. Oakley	12 days (February 21, 2020 to March 4, 2020)	Consent / Settlement	
SDRCC 20-0444 Ordinary Division Early RF	Equine Sport	Carding	Athlete & NSO	David Bennett	66 days (February 25, 2020 to May 1, 2020)	No settlement	
SDRCC 20-0445 Ordinary Division Arbitration	Wrestling	Selection	Athlete	Janie Soublière	76 days (March 4, 2020 to May 19, 2020)	Appeal denied	Erin Durant & Kanika Sharma (Athlete)
SDRCC 20-0446 Ordinary Division Mediation/Arbitration	Wrestling	Eligibility	Athlete	L. Yves Fortier	2 days (March 11, 2020 to March 13, 2020)	Appeal denied	Emir Crowne & Amanda Fowler (Athlete)
SDRCC 20-0447 Ordinary Division Mediation/Arbitration	Goalball	Carding	Athlete	Charmaine Panko	(March 20, 2020)	In Progress	Dimitri Maniatis & Alexander Ducic (Athlete), Benoît de Champlain & Yan Leduc (Sport Canada)

\* When a case is resolved in less than 24 hours, the reported length of proceeding is 0 days.

# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representatives
SDRCC DT 18-0291 Doping Tribunal Arbitration	Triathlon	Athlete	L. Yves Fortier	403 days (July 9, 2018 to August 16, 2019)	Sanction reduced	James Bunting (Athlete) Luisa Ritacca & Justin Safayeni (CCES)
SDRCC DT 18-0300 Doping Tribunal Arbitration	Bobsleigh	Athlete	L. Yves Fortier	239 days (November 22, 2018 to July 19, 2019)	Sanction: 8-Year Ineligibility	Christopher Burkett (Athlete) Alexandre Maltas (CCES)
SDRCC DT 18-0303 Doping Tribunal Arbitration	Football	Athlete	Peter Lawless	198 days (February 11, 2018 to August 28, 2019)	Sanction: 18-Month Ineligibility	Michael Smith (Athlete) Adam Klevinas (CCES)
SDRCC DT 19-0308 Doping Tribunal Arbitration	Boxing	Athlete	Ross C. Dumoulin	319 days (April 2, 2019 to February 15, 2020)	Waiver	Gabriel Brault (Athlete) Annie Bourgeois (CCES)
SDRCC DT 19-0309 Doping Tribunal Arbitration	Football	Athlete		14 days (April 18, 2019 to May 2, 2019)	Waiver	
SDRCC DT 19-0310 Doping Tribunal Arbitration	Football	Athlete	Simon Margolis	191 days (June 13, 2019 to December 21, 2019)	Sanction: 4-Year Ineligibility	David Lech, Alexandre Maltas & Morgan Sterns (CCES)
SDRCC DT 19-0311 Doping Tribunal Arbitration	Powerlifting	Athlete		98 days (May 24, 2019 to August 30, 2019)	Deemed Waiver	
SDRCC DT 19-0312 Doping Tribunal Arbitration	Shooting	Athlete		1 day (June 24, 2019 to June 25, 2019)	Waiver	Greg Bentz (Athlete) David Lech (CCES)
SDRCC DT 19-0313 Doping Tribunal Arbitration	Athletics	Athlete		46 days (August 26, 2019 to October 11, 2019)	Waiver	
SDRCC DT 19-0314 Doping Tribunal Arbitration	Athletics	Athlete	Janie Soublière	20 days (August 15, 2019 to September 4, 2019)	Sanction: 4-Month Ineligibility	Erin Durant (Athlete)
SDRCC DT 19-0315 Doping Tribunal Arbitration	Table Tennis	Athlete		4 days (August 24, 2019 to August 28, 2019)	Waiver	Sebastian Pyzik (Athlete)
SDRCC DT 19-0316 Doping Tribunal Arbitration	Athletics	Athlete	Patrice M. Brunet (provisional hearing)	246 days (September 11, 2019 to May 14, 2020)	Waiver	James Bunting & Carlos Sayo (Athlete), Yann Bernard & Catherine Cayer (CCES)
SDRCC DT 19-0317 Doping Tribunal Arbitration	Powerlifting	Athlete		42 days (October 23, 2019 to December 4, 2019)	Waiver	
SDRCC DT 19-0318 Doping Tribunal Mediation	Multisport	Athlete Support Personnel	Allan J. Stitt (Mediator)	80 days (October 29, 2019 to January 17, 2020)	Consent / Settlement	Marie Henein (Support Personnel), Stephen Aylward & Luisa Ritacca (CCES)



# Tribunal Statistics 2019–2020

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE DOPING TRIBUNAL** (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Member asserted	Arbitrator	Length of proceeding	Solution	Legal representatives
SDRCC DT 19-0319 Doping Tribunal Arbitration	Football	Athlete		42 days (November 29, 2019 to January 10, 2020)	Deemed Waiver	
SDRCC DT 19-0320 Doping Tribunal Arbitration	Biathlon	Athlete		42 days (February 21, 2020 to April 3, 2020)	Waiver	
SDRCC DT 20-0321 Doping Tribunal Arbitration	Football	Athlete	Ross C. Dumoulin	(February 25, 2020)	In Progress	Sebastian Pyzik (Athlete)
SDRCC DT 20-0322 Doping Tribunal Arbitration	Cheerleading	Athlete		49 days (February 12, 2020 to April 1, 2020)	Deemed Waiver	

## SPORT DISPUTE RESOLUTION CENTRE OF CANADA **SYNOPSIS OF CASES BEFORE THE DOPING APPEAL TRIBUNAL** (from April 1, 2019 to March 31, 2020)

File Number Division Type of request	Sport	Appellant	Arbitrator	Length of proceeding	Solution	Legal representatives
SDRCC DAT 19-0014 Doping Appeal Tribunal Arbitration	Football	Athlete	Janice D. Johnston	85 days (May 6, 2019 to July 30, 2019)	Jurisdiction denied	Paul J. Harasen (Athlete) Adam Klevinas (CCES)
SDRCC DAT 19-0015 Doping Appeal Tribunal Arbitration	Bobsleigh	Athlete		129 days (August 31, 2019 to January 7, 2020)	Lack of jurisdiction	
SDRCC DAT 20-0016 Doping Appeal Tribunal Arbitration	Bobsleigh	Athlete	Matthew Wilson	77 days (January 14, 2020 to March 31, 2020)	Jurisdiction denied	

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## INDEPENDENT AUDITOR'S REPORT

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To the Directors of  
**Sport Dispute Resolution Centre of Canada**

### *Opinion*

We have audited the financial statements of **Sport Dispute Resolution Centre of Canada**, which comprise the statement of financial position as at March 31, 2020, and the statements of changes in net assets, revenues and expenditures and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2020, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### *Basis for Opinion*

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### *Information other than the Financial Statements and Auditor's Report thereon*

Management is responsible for the other information. The other information comprises:

- ♦ The information, other than the financial statements and our auditor's report thereon, in the Annual Report.

Our opinion on the financial statements does not cover the other information and we do not and will not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

AUDIT • FISCALITÉ • SERVICES-CONSEILS

*Baker Tilly Montréal S.E.N.C.R.L. / LLP, qui exerce ses activités sous le nom de Baker Tilly Montréal est membre de la Coopérative Baker Tilly Canada, qui fait partie du réseau mondial Baker Tilly International Limited. Les membres de la Coopérative Baker Tilly Canada et de Baker Tilly International Limited sont tous des entités juridiques distinctes et indépendantes.*

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## INDEPENDENT AUDITOR'S REPORT

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The Annual Report is expected to be made available to us after the date of this auditor's report. If, based on the work we will perform on this other information, we conclude that there is a material misstatement of this other information, we are required to report that fact to those charged with governance.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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## INDEPENDENT AUDITOR'S REPORT

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- ♦ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- ♦ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- ♦ Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- ♦ Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Baker Tilly Montréal S.E.N.C.R.L./LLP*

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Montréal, Québec  
July 8, 2020

<sup>1</sup>CPA auditor, CA, public accountancy permit No. A114616



**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2020**

	2020	2019
<b>ASSETS</b>		
<b>Current</b>		
Cash (Note 4)	\$ 236,441	\$ 289,956
Accounts receivable (Note 5)	31,327	19,270
Prepaid expenses	<u>84,292</u>	<u>2,825</u>
	<b>352,060</b>	312,051
<b>Capital assets (Note 6)</b>	<b>73,271</b>	93,402
<b>Long-term deposit</b>	<u>10,270</u>	<u>10,270</u>
	<u><b>\$ 435,601</b></u>	<u>\$ 415,723</u>
<b>LIABILITIES</b>		
<b>Current</b>		
Accounts payable and accrued liabilities	\$ 101,134	\$ 162,872
Deferred contribution (Note 7)	136,202	71,751
Reimbursement of excess contribution, payable on demand and non-interest bearing (Note 8)	<u>41,836</u>	<u>54,950</u>
	<u>279,172</u>	<u>289,573</u>
<b>NET ASSETS</b>		
Invested in capital assets	18,080	21,651
Unrestricted	<u>138,349</u>	<u>104,499</u>
	<u>156,429</u>	<u>126,150</u>
	<u><b>\$ 435,601</b></u>	<u>\$ 415,723</u>

**APPROVED ON BEHALF OF THE BOARD:**

\_\_\_\_\_ *Director*

\_\_\_\_\_ *Director*

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED MARCH 31, 2020**

	<b>2020</b>		
	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>Total</u>
Balance, beginning of year	\$ 21,651	\$ 104,499	\$ 126,150
Excess (deficiency) of revenue over expenditures for the year	(21,151)	51,430	30,279
Investment in capital assets	1,020	(1,020)	-
Amortization of deferred contribution related to capital asset acquisitions	16,560	(16,560)	-
<b>Balance, end of year</b>	<b><u>\$ 18,080</u></b>	<b><u>\$ 138,349</u></b>	<b><u>\$ 156,429</u></b>
	<b>2019</b>		
	<u>Invested in capital assets</u>	<u>Unrestricted</u>	<u>Total</u>
Balance, beginning of year	\$ 89,728	\$ 92,604	\$ 182,332
As previously reported	(77,278)	-	(77,278)
Prior period adjustment	12,450	92,604	105,054
As restated	12,450	92,604	105,054
Excess (deficiency) of revenue over expenditures for the year	(9,979)	31,075	21,096
Investment in capital assets	90,931	(90,931)	-
Deferred contribution related to capital asset acquisitions	(77,278)	77,278	-
Amortization of deferred contribution related to capital asset acquisitions	5,527	(5,527)	-
<b>Balance, end of year</b>	<b><u>\$ 21,651</u></b>	<b><u>\$ 104,499</u></b>	<b><u>\$ 126,150</u></b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF REVENUES AND EXPENDITURES**  
**FOR THE YEAR ENDED MARCH 31, 2020**

	<b>2020</b>	<b>2019</b>
<b>Revenue</b>		
Contribution (Note 8)	\$ 1,310,089	\$ 1,167,900
Amortization of deferred contribution	16,560	5,527
Reimbursement of excess contribution (Note 8)	<u>(41,836)</u>	<u>(54,950)</u>
	<b>1,284,813</b>	<b>1,118,477</b>
<b>Expenditures</b>		
<b>Administration</b>		
Office	91,085	81,652
General administration	15,692	13,708
Communications and promotion	463	3,550
Interest and bank charges	639	547
Amortization	<u>21,151</u>	<u>9,979</u>
	<b>129,030</b>	<b>109,436</b>
<b>Governance</b>		
Board meetings	34,295	27,516
Compliance	<u>26,203</u>	<u>30,091</u>
	<b>60,498</b>	<b>57,607</b>
<b>Human resources</b>		
Salaries and benefits	488,651	456,302
Training	4,510	10,234
Human resource management	<u>22,111</u>	<u>37,240</u>
	<b>515,272</b>	<b>503,776</b>
<b>Official languages</b>		
Translation for tribunal	37,267	19,286
General translation	14,137	9,344
Interpretation	2,472	-
Language training	<u>1,078</u>	<u>1,770</u>
	<b>54,954</b>	<b>30,400</b>
<b>Operations</b>		
Arbitrator and mediator fees	256,653	169,485
Case management	16,839	30,762
Training of arbitrators and mediators	45,295	96,571
Workshops	9,420	7,604
Outreach	11,058	21,099
Publications	<u>11,971</u>	<u>14,637</u>
	<b>351,236</b>	<b>340,158</b>

*See accompanying notes*

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF REVENUES AND EXPENDITURES (cont'd.)**  
**FOR THE YEAR ENDED MARCH 31, 2020**

	<b>2020</b>	<b>2019</b>
<b>Safe sport initiatives</b>		
Canadian Olympic Committee grant	-	(10,000)
Administration	<b>1,448</b>	1,506
Human resources	<b>7,010</b>	5,339
Official languages	<b>3,008</b>	1,915
Operations	<b>165,928</b>	69,138
	<b>177,394</b>	67,898
	<b>1,288,384</b>	1,109,275
<b>(Deficiency) excess of revenue over expenditures before undernoted items</b>	<b>(3,571)</b>	9,202
<b>Independent</b>		
Other revenues	<b>57,529</b>	27,528
Events	<b>(11,901)</b>	(5,580)
Tribunal services	<b>(11,134)</b>	(10,185)
Miscellaneous	<b>(644)</b>	131
	<b>33,850</b>	11,894
<b>Excess of revenue over expenditures for the year (Note 8)</b>	<b>\$ 30,279</b>	<b>\$ 21,096</b>

*See accompanying notes*



**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED MARCH 31, 2020**

	<b>2020</b>	<b>2019</b>
<b>Cash flows from operating activities</b>		
Excess of revenue over expenditures for the year	\$ 30,279	\$ 21,096
Adjustment for		
Amortization of capital assets	<u>21,151</u>	<u>9,979</u>
	<b>51,430</b>	31,075
Net change in non-cash working capital items		
(Increase) decrease in accounts receivable	<b>(12,057)</b>	2,614
Increase in prepaid expenses	<b>(81,467)</b>	(287)
Decrease in accounts payable and accrued liabilities	<b>(61,738)</b>	(8,372)
Increase (decrease) in deferred contribution	<b>64,451</b>	(5,527)
(Decrease) increase in reimbursement of excess contribution	<u><b>(13,114)</b></u>	<u>47,921</u>
Cash (used in) provided by operating activities	<b>(52,495)</b>	67,424
<b>Cash flows from investing activity</b>		
Purchase of capital assets	<u><b>(1,020)</b></u>	<u>(90,930)</u>
<b>Decrease in cash</b>	<b>(53,515)</b>	(23,506)
<b>Cash, beginning of year</b>	<u><b>289,956</b></u>	<u>313,462</u>
<b>Cash, end of year</b>	<u><b>\$ 236,441</b></u>	<u>\$ 289,956</u>

*See accompanying notes*

# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2020

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#### 1. **Nature of operations**

Sport Dispute Resolution Centre of Canada ("SDRCC") was incorporated under the *Physical Activity and Sport Act* of Canada (S.C. 2003, c.2) on March 19, 2003 as a not-for-profit corporation without share capital and without pecuniary gain to its members.

SDRCC may be designated under the following names:

In French - Centre de Règlement des Différends Sportifs du Canada

In English - Sport Dispute Resolution Centre of Canada

#### **Mission of SDRCC**

The mission of SDRCC is to provide the sport community with a national alternative dispute resolution service for sport disputes, and expertise and assistance regarding alternative dispute resolution.

#### 2. **Impact of COVID-19**

On March 11, 2020, the World Health Organization categorized COVID-19 as a pandemic. The potential economic effects within the entity's environment and in the global markets, possible disruption in supply chains, and measures being introduced at various levels of government to curtail the spread of the virus (such as travel restrictions, closures of non-essential municipal and private operations, imposition of quarantines and social distancing) could have a material impact on the entity's operations. The extent of the impact of this outbreak and related containment measures on the entity's operations cannot be reliably estimated at this time.

As a result of the COVID-19 pandemic the organization was forced to close its office for an undetermined period of time. As a relief measure, the Government of Canada (Sports Canada) extended the period to incur eligible expenses from April 1, 2019 to September 30, 2020, as described in Note 8.

#### 3. **Significant accounting policies**

The organization applies the Canadian accounting standards for not-for-profit organizations.

##### (a) **Measurement uncertainty**

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amount of revenues and expenses during the reporting period. These estimates are reviewed periodically, and as adjustments become necessary they are reported in income in the period in which they become known. Estimates are used when accounting for certain items such as accrued liabilities, allowance for doubtful accounts and the useful life of equipment.

# SPORT DISPUTE RESOLUTION CENTRE OF CANADA

## NOTES TO THE FINANCIAL STATEMENTS

### AS AT MARCH 31, 2020

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#### 3. Significant accounting policies (cont'd.)

##### (b) Revenue recognition

The organization follows the deferral method of accounting for contributions whereby restricted contributions related to expenses of future periods are deferred and recognized as revenue in the period in which the related expenses are incurred. Restricted contributions are defined as contributions on which stipulations are imposed on how the resources must be used. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

##### (c) Capital assets

Capital assets are recorded at cost. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Office equipment	20%
Computer equipment	30%

Amortization of leasehold improvements is recorded over the term of the lease.

##### (d) Financial instruments

###### (i) Measurement of financial instruments

The organization initially measures its financial assets and liabilities at fair value.

The organization subsequently measures all its financial assets and financial liabilities at amortized cost.

Financial assets measured at amortized cost include cash, accounts receivable (net of sales taxes receivable) and deposits.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities (net of government remittances).

###### (ii) Impairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2020**

**4. Restricted cash**

Included in cash are restricted funds of \$98,092 (2019 - \$185,458) pertaining to the Government of Canada (Sport Canada) funding which must be utilized on eligible expenses incurred during the year. The remaining balance is unrestricted cash which relates to independent revenue earned by the organization to be utilized at their discretion.

**5. Accounts receivable**

	<u>2020</u>	<u>2019</u>
Accounts receivable	\$ 8,638	\$ -
Sales taxes receivable	<u>22,689</u>	<u>19,270</u>
	<u>\$ 31,327</u>	<u>\$ 19,270</u>

**6. Capital assets**

	<u>2020</u>		<u>2019</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>	<u>Net</u>
Office equipment	\$ 50,255	\$ 47,137	\$ 3,118	\$ 3,898
Computer equipment	57,590	48,234	9,356	12,126
Leasehold improvements	<u>82,905</u>	<u>22,108</u>	<u>60,797</u>	<u>77,378</u>
	<u>\$ 190,750</u>	<u>\$ 117,479</u>	<u>\$ 73,271</u>	<u>\$ 93,402</u>

**7. Deferred contribution**

	<u>2020</u>	<u>2019</u>
Deferred contribution related to capital asset acquisitions	\$ 55,191	\$ 71,751
Deferred contribution related to future expenditures	<u>81,011</u>	<u>-</u>
	<u>\$ 136,202</u>	<u>\$ 71,751</u>

**SPORT DISPUTE RESOLUTION CENTRE OF CANADA**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**AS AT MARCH 31, 2020**

**8. Government contributions**

During the year, the organization received \$1,100,000 (2019 - \$1,100,000) in financial assistance and an additional \$291,100 (2019 - \$67,900) for safe sport initiatives from the Government of Canada (Sport Canada), of which \$81,011 (2019 - \$Nil) has been recorded as deferred contribution and the remaining portion of \$1,310,089 (2019 - \$1,167,900) has been recorded as contribution revenue. As at March 31, 2020, there is a net balance payable to the Government of Canada (Sport Canada) of \$41,836 (2019 - \$54,950) which has been recorded in the financial statements.

On March 31, 2020, the organization obtained an amendment to their agreement with the Government of Canada (Sport Canada) to extend the period during which goods and services rendered are considered as eligible expenses from April 1, 2019 to September 30, 2020. Therefore the net balance payable calculated below is subject to change in the future.

The reimbursement of the excess contribution is calculated as follows:

	<u>2020</u>	<u>2019</u>
Excess of revenue over expenditures for the year	\$ 30,279	\$ 21,096
Reimbursement of excess contribution	<u>41,836</u>	<u>54,950</u>
Revenue before adjustment for contribution	72,115	76,046
Safe sport initiatives revenue (net of expenses)	-	(2)
Other revenue (net of expenses)	(33,850)	(11,894)
Amortization	21,151	9,979
Capital asset acquisitions for the year	(1,020)	(90,930)
Deferred contribution related to capital asset acquisitions	-	77,278
Amortization of deferred contribution	<u>(16,560)</u>	<u>(5,527)</u>
	<u>\$ 41,836</u>	<u>\$ 54,950</u>

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

**9. Commitments**

The organization has an operating lease for its premises expiring on November 30, 2023. The minimum annual lease payments are as follows:

2021	\$ 79,315
2022	79,315
2023	79,315
2024	<u>52,876</u>
	<u>\$ 290,821</u>

# **SPORT DISPUTE RESOLUTION CENTRE OF CANADA**

## **NOTES TO THE FINANCIAL STATEMENTS**

### **AS AT MARCH 31, 2020**

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#### **10. Financial instruments**

##### **Liquidity risk**

Liquidity risk is the risk the company may not be able to meet its obligations. The organization has a comprehensive plan in place to meet their obligations as they come due which is primarily from cash flow from government funding.

#### **11. Comparative figures**

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year excess of revenue over expenditures.

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## Board of Directors

The Board is appointed by the Minister responsible for sport. It reflects regional and cultural diversity, and is representative of the Canadian sport system. The Board must include a minimum of three athletes, a coach, a representative of a National Sport Organization and a representative of a Major Games Organization. Collectively, they demonstrate significant knowledge of the Canadian sport system, the nature of disputes that may arise, and expertise in alternate dispute resolution and the maintenance of an alternate dispute resolution system.

### Board of Directors and Committee Membership (as of March 31, 2020)

**William L. Ryan** (Halifax, NS)  
Chairperson of the Board of Directors  
Chairperson, Executive Committee  
*(The Chairperson is an ex officio member of all committees except the Audit Committee)*

**Aaron Bruce** (Ottawa, ON)  
Audit & Finance Committee  
Executive Committee  
Partnership and Business Development Committee

**Shu-Tai Cheng** (Ottawa, ON)  
Chairperson, *Ad hoc* Third-Party Services Committee  
ADR Services Committee  
Executive Committee

**Alex Harvey** (Saint-Ferréol-les-Neiges, QC)  
ADR Services Committee  
Executive Committee  
Partnership and Business Development Committee

**Brad Kielmann** (Surrey, BC)  
ADR Services Committee  
Audit & Finance Committee  
*Ad hoc* Third-Party Services Committee

**Lanni Marchant** (London, ON)  
Complaints Committee  
*Ad hoc* Third-Party Services Committee

**Marisha Roman** (Toronto, ON)  
Chairperson, Advisory Committee –  
Safe Sport Initiatives  
Complaints Committee

**Marie-Claude Asselin** (Saint-Hubert, QC)  
Chief Executive Officer  
*(The CEO is an ex officio member of the Board and all committees)*

**Michael J. Bruni** (Calgary, AB)  
Chairperson, Complaints Committee  
Executive Committee  
*Ad hoc* Third-Party Services Committee

**Linda Cuthbert** (Toronto, ON)  
Chairperson, Audit & Finance Committee  
Executive Committee  
Partnership and Business Development Committee

**Susan Kitchen** (Toronto, ON)  
Chairperson, Partnership and Business Development Committee  
Complaints Committee  
*Ad hoc* Third-Party Services Committee

**Sandrine Mainville** (Montréal, QC)  
ADR Services Committee  
Partnership and Business Development Committee

**Graeme Mew** (Kingston, ON)  
Chairperson, ADR Services Committee  
Complaints Committee

The Centre wishes to thank Karen Bellehumeur, Joseph de Pencier (*until January 13, 2020*), Jean Dupré, Allison Forsyth, Andrew Nisker (*since December 19, 2019*), and Jennifer Oliveros (*until November 30, 2019*) for volunteering their time and expertise as members of the Advisory Committee – Safe Sport Initiatives.

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



## Staff

The Centre has seven full-time permanent positions, including the Chief Executive Officer, **Marie-Claude Asselin**:

**Tanya Gates**  
Director of Operations

**(vacant since July 16, 2020)**  
Communication and  
Promotion Officer

**Eleni Siganos**  
Education and  
Partnerships Coordinator

**Alexandra Lojen**  
Case Manager

**Kirsten Whelan**  
Safe Sport Coordinator  
(since August 26, 2019)

**Fifi Manesa**  
Administrative Assistant  
(since December 16, 2019)

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

**Auditor**  
The firm Baker Tilly Canada,  
Chartered Professional Accountants,  
was appointed by the Board of  
Directors as the independent auditor  
for the 2019–2020 Period.

## Members of the Investigation Unit as of March 31, 2020, by Province

**Alberta**  
Roger Gunn  
Michelle Simpson  
Steven K. Young

**British Columbia**  
Paul Denis Godin  
Kyra Hudson  
Lisa Southern

**Manitoba**  
Colleen McDuff  
Sherri Walsh

**Northwest Territories**  
Cayley Jane Thomas

**Nova Scotia**  
Selina Bath

**Ontario**  
Bruce Ally  
John Curtis  
Nick Duley  
Sharona Freudmann  
Ashley Lattal  
Lise McLean  
Sheri Miesmer  
Mireille Mortimer  
Michael Smith  
Jennifer White

**Prince Edward Island**  
Pamela Large Moran

**Quebec**  
Joanne Brodeur  
Julie Duranceau  
Magalie Poulin  
Danièle Sauvageau





## Arbitrators and Mediators Appointed until April 30, 2021, by Province

### **Alberta**

Roger Gunn (Mediator)  
Sue Lambert (Mediator)  
Michelle Simpson (Mediator)  
John Harrison Welbourn (Arbitrator)

### **British Columbia**

Paul Denis Godin (Mediator)  
Peter Lawless (Arbitrator)  
Simon Margolis (Mediator/Arbitrator)  
Hugh McCall (Mediator/Arbitrator)  
JJ McIntyre (Arbitrator)  
Carol Roberts (Mediator/Arbitrator)

### **Manitoba**

Jeffrey Palamar (Arbitrator)

### **New Brunswick**

Darlene Doiron (Mediator)

### **Newfoundland and Labrador**

James Oakley (Mediator/Arbitrator)

### **Northwest Territories**

Cayley Jane Thomas (Mediator)

### **Nova Scotia**

Peter J. MacKeigan (Mediator)

### **Ontario**

Bruce Ally (Mediator)  
The Honourable Robert P. Armstrong (Arbitrator)  
Larry Banack (Arbitrator)  
David Bennett (Mediator/Arbitrator)  
Rick Brooks (Mediator)  
John Curtis (Mediator)  
Kileen Dagg Centurione (Mediator)  
Ross C. Dumoulin (Arbitrator)  
Jonathan Fidler (Mediator/Arbitrator)  
Janice Johnston (Mediator/Arbitrator)  
Richard H. McLaren (Arbitrator)  
Robert Néron (Arbitrator)  
Aaron Ogletree (Mediator/Arbitrator)  
Gordon E. Peterson (Mediator/Arbitrator)  
Anne Sone (Mediator)  
Allan Stitt (Mediator/Arbitrator)  
Matthew Wilson (Arbitrator)

### **Quebec**

Marie-Claire Belleau (Mediator)  
Thierry Bériault (Mediator)  
Dominique F. Bourcheix (Mediator)  
Patrice M. Brunet (Arbitrator)  
Sarah Daitch (Mediator)  
The Honourable Robert Décary (Arbitrator)  
Stephen L. Drymer (Mediator/Arbitrator)  
Julie Duranceau (Mediator)  
L. Yves Fortier (Mediator/Arbitrator)  
Richard W. Pound (Arbitrator)  
Janie Soublière (Arbitrator)  
Patrick Zakaria (Mediator)

### **Saskatchewan**

Charmaine Panko (Mediator/Arbitrator)

# STRATEGIC PLAN 2020-2024



**Statutory Mandate** The mission of the **Sport Dispute Resolution Centre of Canada** is to provide to the sport community **a)** a national alternative dispute resolution service for sport disputes; and **b)** expertise and assistance regarding alternative dispute resolution (Art. 10, *Physical Activity and Sport Act*, S.C. 2003, c.2)

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

**Values**  
**Integrity** Through transparency, competence and high standards of ethical conduct, we constantly strive to earn our stakeholders' trust.  
**Fairness** We are independent, impartial and respectful of all parties so our stakeholders can count on us to be fair.  
**Excellence** We effectively achieve our mission by being efficient, accessible, professional, and compassionate.

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

<b>Priority Areas</b>	<b>Providing Sport Dispute Resolution Services</b>	<b>Strengthening the Capacity of the Sport Community to Prevent and Resolve Disputes</b>	<b>Supporting Integrity in Sport</b>	<b>Pursuing Organizational Excellence</b>
<b>Goals</b>	<b>Provide fair, impartial, timely, and cost-effective solutions to sport disputes</b>	<b>Maximize the value of educational programs and initiatives for stakeholders</b>	<b>Support the Canadian sport community to address and resolve concerns about maltreatment in sport</b>	<b>Maintain the Centre as an inclusive, sustainable, accountable, and responsible model of good governance</b>
<b>Strategies</b>	<ul style="list-style-type: none"> <li>• Maintain the highest quality of expertise to deliver effective professional dispute resolution services</li> <li>• Review procedural rules to ensure they are current and compliant</li> <li>• Refine processes to better guide and assist parties in disputes</li> </ul>	<ul style="list-style-type: none"> <li>• Modernize delivery of existing tools and resources to increase their accessibility</li> <li>• Develop new programs and resources to best meet stakeholder needs</li> <li>• Strengthen partnerships to broaden the reach and impact of programs and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate access to systems, resources, and a safe environment to effectively address maltreatment in sport</li> <li>• Contribute leadership and expertise to establish in a timely manner an effective safe sport system</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize the effectiveness of the Centre's operations, services, and programs</li> <li>• Strengthen governance through Board development</li> <li>• Cultivate an inclusive, respectful and fulfilling work environment</li> </ul>



**Integrity Fairness Excellence**

**Sport Dispute Resolution Centre of Canada**

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**Local Numbers** T: 514-866-1245 F: 514-866-1246

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

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



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