

SPORT FOR LIFE SOCIETY POLICY

POLICY TITLE: DISCIPLINE, COMPLAINTS, AND DISPUTE RESOLUTION	
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1. POLICY STATEMENT

- 1.1. Sport for Life Society supports equal opportunity, prohibits discriminatory practices, and is committed to providing an environment in which all Sport for Life Representatives, clients, members, directors and strategic volunteers are treated with respect in a safe environment.
- 1.2. Sport for Life Society encourages all Sport for Life Representatives and clients to communicate openly, collaborate, and use problem-solving and negotiation techniques to resolve their differences. Sport for Life Society believes that negotiated settlements are usually preferable to outcomes resolved through other dispute resolution techniques. Negotiated resolutions to disputes with and among Sport for Life Representatives and clients are strongly encouraged.
- 1.3. Sport for Life Representatives are expected, encouraged and enabled to report without fear of reprisal apparent:
 - a) Financial or operational wrongdoing, including misuse of funds or assets.
 - b) Code of Conduct violations.
 - c) Contraventions of local, regional, national or international laws.
 - d) Dangerous, unhealthy or unsafe conditions or activities.
- 1.4. Any potential or actual breaches of Sport for Life Policy, in particular those related to 'Code of Conduct' shall be handled shall be managed in accordance with this policy and procedures.
- 1.5. Sport for Life Representatives have a duty to report any activity which:
 - a) they believe contravenes the law;
 - b) represents a real or apparent conflict of interest or a breach of a Sport for Life Policy, including the Sport for Life Policy - Discrimination, Harassment & Abuse;
 - c) represents a misuse of the Sport for Life Society's funds or assets; or
 - d) represents a danger to public health, safety, and/ or the environment.
- 1.6. Sport for Life Society will:
 - a) carefully and confidentially manage all reported incidents consistent with the need to conduct an adequate investigation;
 - b) allow, if possible, and respect that a complainant may provide a report anonymously;
 - c) strive to protect the identity of a Whistleblower; and

- d) ensure that all parties to an investigation will be treated fairly.
- 1.7. Sport for Life Society will use Alternative Dispute Resolution as a mechanism to review and resolve some issues as appropriate to the situation and the issues at hand **in order to:**
- a) reduce time and costs for dispute resolution;
 - b) maintain or improve disputants' relationships;
 - c) ensure that the outcome of any dispute is equitable, workable, durable and implementable;
 - d) ensure transparency; and
 - e) enable organizational learning.
- 1.8. The consequences for employees for breaching the Code of Conduct or having violated financial or operating policy will be deemed to be discipline and will range in severity and may include: verbal reprimand, written reprimand, suspension, termination, payment of costs, and/or referral to an outside agency.
- 1.9. The consequences for Sport for Life Representatives who are not employees for breaching the Code of Conduct or having violated financial or operating policy will be action that may include: written reprimand, banishment from current or future participation, cancellation of contract, payment of costs, and/or referral to an outside agency.

2. DEFINITIONS

- 2.1. "Alternative Dispute Resolution" ("ADR") – A series of processes that are alternatives to litigation. ADR processes include prevention, negotiations, mediation, facilitation and arbitration. The two most common forms of ADR are mediation and arbitration.
- 2.2. "Appellant" – The individual appealing the decision of the CEO made after the conclusion of an Informal Investigation, a Formal Investigation or Alternative Dispute Resolution process. The individual is likely to be the original complainant who alleged wrongdoing.
- 2.3. "Arbitration" – A dispute resolution process in which disputes are submitted to a neutral adjudicator through presentation of evidence and arguments. The arbitrator is empowered to render a binding decision.
- 2.4. "Arbitrator" – An adjudicator to decide the dispute.
- 2.5. "Case Manager" – An individual appointed by Sport for Life Society to oversee management and administration of complaints submitted in accordance with this Policy. The Case Manager may be the Issues Manager.
- 2.6. "Code of Conduct Violation" – An act of wrongdoing specifically related to breaching the Sport for Life Code of Conduct Policy – most especially:
- a) Discrimination
 - b) Harassment
 - c) Sexual Harassment

- d) Violence
 - e) Abuse of Power or Authority
 - f) Conflict of Interest
- 2.7. “Complainant” – Anyone who think, and makes it known he or she has been subjected to the misconduct of an employee, director, volunteer, coach, athlete, official, and member of Sport for Life Society during the course of business, activities or events. The complainant may approach anyone within Sport for Life Society who he or she trusts with his or her complaint. This individual who was contacted by the complainant should refer the complaint to the Issues Manager.
- 2.8. “Complaints” – Issues that contravene or are felt to contravene the Code of Conduct, Sport for Life policies or expectations set out in the Sport for Life Human Resources manual.
- 2.9. “Condoner” – A person in authority who knows that discrimination, harassment or abuse may have occurred and fails to take appropriate action. The person in authority who has overlooked the discrimination or harassment is subject to sanctions under these guidelines.
- 2.10. “Disputes” – Arguments or disagreements, failures to agree.
- 2.11. “Employee” – A person hired by Sport for Life Society for whom Sport for Life Society remits income taxes and other statutory payments to government and whose activities are under the command and control of Sport for Life Society.
- 2.12. “Formal Process” – A mechanism in which the Complainant and Respondent appear before a panel appointed by the CEO in consultation with the Board Chair of the Sport for Life.
- 2.13. “Informal Process” – A mechanism whereby the Complainant and Respondent are brought together to discuss the complaint and resolve the dispute.
- 2.14. “Issues Manager” – A designate of the Sport for Life Society who is conversant with the provisions of the Code of Conduct and the operational and financial policies of the organization. The Issues Manager is the first contact the Complainant may have with Sport for Life Society.
- i. The role of the Issues Manager is to serve in a neutral, unbiased capacity, to provide information about the resources and support available, and to provide the link between the Complainant and the Sport for Life Board of Directors.
 - ii. The Issues Manager will assist with complaints at the request of the complainant or respondent, which may be resolved through informal, formal or alternate dispute resolution procedures. The Issues Manager will report to the Sport for Life Board of Directors all complaints of harassment and how they were resolved.
- 2.15. “Investigation Report” – The product of an investigation completed by the Issues Manager including, but not limited to, a summary of details and his or her opinion of the situation.

- 2.16. “Major Infraction” – An aggravating factor considered in determining discipline or action when wrongdoing has been found after a complaint is investigated. These include Instances of failing to achieve the expected standards of conduct that result, or have the potential to result, in harm to other persons or to Sport for Life Society. Examples of major infractions include, but are not limited to:
- i. repeated minor infractions;
 - ii. any incident of hazing;
 - iii. incidents of physical abuse;
 - iv. behaviour that constitutes harassment, sexual harassment, or sexual misconduct;
 - v. pranks, jokes, or other activities that endanger the safety of others;
 - vi. conduct that intentionally interferes with a competition or with any athlete’s preparation for a competition;
 - vii. conduct that intentionally damages Sport for Life’s image, credibility, or reputation;
 - viii. disregard for Sport for Life’s bylaws, policies, rules, and regulations;
 - ix. major or repeated violations of Sport for Life’s Code of Conduct Policy;
 - x. intentionally damaging Sport for Life property or improperly handling Sport for Life monies;
 - xi. abusive use of alcohol, any use or possession of alcohol by minors, or use or possession of illicit drugs and narcotics;
 - xii. any possession or use of banned performance enhancing drugs or methods; and
 - xiii. reprisal or threat of reprisal against a person who has reported discrimination, harassment or any other Code of Conduct provision.
- 2.17. “Mediation” – A collaborative process in which two or more parties meet and attempt, with the assistance of a mediator, to resolve issues in dispute between them.
- 2.18. “Mediator” – A neutral and impartial facilitator with no decision-making power who assists parties in negotiating a mutually acceptable settlement of issues in dispute between them.
- 2.19. “Minor Infraction” – A mitigating factor considered in determining discipline or action when wrongdoing has been found after a complaint is investigated. These include **single incidents** of failing to achieve expected standards of conduct that generally do not result in harm to others or to Sport for Life Society. Examples of minor infractions can include, but are not limited to, a single incident of:
- i. disrespectful, offensive, abusive, racist, or sexist comments or behaviour;
 - ii. disrespectful conduct such as outbursts of anger or argument;
 - iii. conduct contrary to the values of Sport for Life Society;
 - iv. being late for, or absent from, Sport for Life events and activities at which attendance is expected or required;
 - v. non-compliance with Sport for Life’s policies, procedures, rules, or regulations; and
 - vi. minor violations of Sport for Life’s *Code of Conduct Policy*.
- 2.20. "Sport for Life Representative" – Any individual employed by, or engaged in activities on behalf of, Sport for Life Society including: employees, contractors, volunteers, researchers, Directors of the Board, members, committee members, and administrators.

- 2.21. “Reprisal” –
- i. Acts of retaliation or intimidation designed to punish an individual who has reported discrimination, harassment and/or abuse.
 - ii. Threats of retaliation or intimidation designed to dissuade an individual from reporting discrimination, harassment and/or abuse.

In sexual harassment situations, reprisals can also include but are not limited to:

- i. acts of retaliation or intimidation to punish an individual who has rejected sexual advances;
- ii. threats of retaliation or intimidation if sexual advances are rejected; and
- iii. for the purpose of this policy, the making of a vexatious complaint shall also be deemed a reprisal.

Reprisals or threats of reprisal are an aggravating factor in any situation involving discrimination, harassment and/or abuse, particularly where the reprisal or threat of reprisal is by a person in authority.

- 2.22. “Respondent” – The individual accused of the action(s), which the Complainant thinks, constitutes discrimination, harassment and/or abuse.
- 2.23. “Responsible Adult” – Where the Complainant or the Respondent is a minor, a parent, guardian, or older adult of the minor's choice, may speak on behalf of the minor Complainant or minor Respondent.
- 2.24. “Trusted Representative” – Someone who acts on behalf of or supports a complainant in reporting a complaint and/or during the investigative and complain resolution process.
- 2.25. “Whistleblower” – An individual is a person who exposes any kind of information or activity that is deemed illegal, unethical, or not correct within an organization. The whistleblower may be a Sport for Life Representative, a participant in Sport for Life programs or activities or a person who has an interest in the business, programs or activities of Sport for Life Society. A whistleblower may be known or anonymous.

3. PROCEDURES

- 3.1. The Complainant or Complainant’s Trusted Representative notifies via Telephone; In-Person Notice; Email; Written Correspondence:
- i. Employee Respondent’s Supervisor; and/or
 - ii. Issues Manager; and/or
 - iii. CEO; and/or
 - iv. Sr. Manager of Operations and/or
 - v. Board Member.

The Complainant may self-identify, self-identify but wish to remain anonymous, or may be anonymous.

- a) Any client or Sport for Life Representative may report any complaint to the Sport for Life Society office. Such a complaint must be in writing and signed, and must be filed within fourteen (14) days of the alleged incident. Anonymous complaints may be

accepted at the sole discretion of Sport for Life Society. It is recommended that the complaint be submitted using the format in Appendix A, Complaint or Whistleblower form.

- b) Clients or Sport for Life Representatives may only report complaints directed at Sport for Life Representatives.
 - c) A Complainant wishing to file a complaint outside of the fourteen (14) day period must provide a written statement giving reasons for an exemption from this limitation. The decision to accept, or not accept, the complaint outside of the fourteen (14) day period will be at the sole discretion of CEO or Designate of the Sport for Life Society. This decision may not be appealed.
- 3.2. Issues Manager is notified if not directly notified initially.
- 3.3. Issues Manager briefs the Complainant rights and obligations, the investigative process and available and potential interim supports and measures – such as counselling, separation of contact with the Respondent, reassignment of duties or working conditions.
- 3.4. Issues Manager works with CEO to introduce any interim supports or measures.
- 3.5. Issues Manager conducts **preliminary investigation**.
- a) If complaint is deemed meritless, the Complainant and Respondent are notified. If Complainant disagrees, the Complainant may appeal to the CEO for re-investigation under a Formal Process. The CEO's decision to re-investigate or not is not appealable.
 - b) If complaint has obvious and proven merit, or If the Respondent acknowledges the facts of the incident, the CEO will apply any discipline without the benefit of any other processes.
- 3.6. If complaint has apparent merit, the Issues Manager will:
- a) Convene an Informal process bringing together as appropriate the Complainant and Respondent and the Issues Manager will report findings of the **Informal Process** to the CEO who will apply discipline if appropriate, OR,
 - b) Consult with the CEO decide to refer the complaint immediately to
 - i. A Formal Process, OR,
 - ii. An Alternate Dispute Resolution process.
- 3.7. Complaints referred to the **Formal Process** – which is the ultimate level in Sport for Life Society's internal process – include continued investigation by the Issues Manager or another person, assigned by the CEO, with special expertise or heightened neutrality.
- a) The Issues Manager or Alternate will investigate, convene formal hearings involving the Complainant, the Respondent and a Panel appointed by the CEO or Issues Manager in consultation with the Board Chair of the Sport for Life Society.
 - b) If a Party chooses not to participate in the hearing, the hearing will proceed in any event.
 - c) The Case Manager will determine the format of the hearing, which may involve an oral in-person hearing, an oral hearing by telephone, a hearing based on a review of documentary evidence submitted in advance of the hearing, or a combination of

these methods. The hearing will be governed by the procedures that the Case Manager deems appropriate in the circumstances, provided that:

- i. The Parties will be given appropriate notice of the day, time, and place of the hearing;
 - ii. Copies of any written documents which the parties wish to have the Panel consider will be provided to all Parties in advance of the hearing;
 - iii. The Parties may be accompanied by a representative, advisor, or legal counsel at their own expense;
 - iv. The Panel may request that any other individual participate and give evidence at the hearing;
 - v. The Panel may allow as evidence at the hearing any oral evidence and document or thing relevant to the subject matter of the complaint, but may exclude such evidence that is unduly repetitious and shall place such weight on the evidence as it deems appropriate; and
 - vi. The decision will be by a majority vote of Panel members.
- d) If a decision may affect another party to the extent that the other party would have recourse to a complaint or an appeal in their own right, that party will become a Party to the complaint in question and will be bound by the decision.
 - e) In fulfilling its duties, the Panel may obtain independent advice.
 - f) After hearing the matter, the Panel will determine whether an infraction has occurred. Within fourteen (14) days of the hearing's conclusion, the Panel's written decision, with reasons, will be distributed to all Parties, the Case Manager, and Sport for Life Society.
 - g) The Panel will decide on any sanctions.
 - h) If Complainant disagrees with appropriateness of sanction from the Formal Process, the Complainant may appeal to the CEO for re-investigation using Alternate Dispute Resolution which may include mediation and/or arbitration under the auspices of the Sport for Life for Life organization or an outside agency such as the Sport Dispute Resolution Centre of Canada). The CEO's decision to re-investigate or not is not appealable.
- 3.8. In the event a dispute persists after internal avenues of decision-making and appeals have been exhausted, opportunities for arbitration may be pursued. Where the continuing dispute relates to the appeal panel having made a decision, which was outside its jurisdiction, having failed to follow proper procedures, or having made a decision which was influenced by bias, such a dispute, may be dealt with through binding arbitration before an independent arbitrator who is acceptable to both parties in the dispute.

4. PROVISIONS

4.1. ANONYMITY

The Complainant may self-identify, self-identify but wish to remain anonymous, or may be anonymous. The CEO will consult with the Issues Manager to determine the practicality of this request and ways and means of preserving anonymity if it is granted.

4.2. CONFIDENTIALITY

The discipline and complaints process is confidential and involves only the Parties, the Case Manager, the Panel, and any independent advisors to the Panel. Once initiated and until a decision is released, none of the Parties will disclose confidential information relating to the discipline or complaint to any person not involved in the proceedings.

4.3. IMPARTIALITY

The Issues Manager is replaced by another person assigned by CEO if the Issues Manager is the Respondent or otherwise in a conflict of Interest situation. The CEO will be replaced by another person assigned by the Board Chair if the CEO is the Respondent or otherwise in a conflict of interest situation.

4.4. ALTERNATIVE DISPUTE RESOLUTION (ADR)

Sport for Life Society supports the principles of ADR and is committed to techniques of mediation and arbitration as effective ways to resolve disputes with its members.

Accordingly, opportunities for mediation may be pursued at any point in a dispute where it is appropriate and where such a course of action would be mutually beneficial.

In the event a dispute persists after internal avenues of decision-making and appeals have been exhausted, opportunities for arbitration may be pursued. Where the continuing dispute relates to the appeal panel having made a decision, which was outside its jurisdiction, having failed to follow proper procedures, or having made a decision which was influenced by bias, such a dispute, may be dealt with through binding arbitration before an independent arbitrator who is acceptable to both parties in the dispute.

No action or other legal proceeding shall be commenced against Sport for Life Society in respect of a dispute, unless Sport for Life Society has failed to participate in arbitration in accordance with this policy.

4.4.1. Mediation

Mediation is the use by disputing parties of a neutral third party to facilitate their own resolution of their dispute. It works only when both parties agree to engage in the process and where there is some hope of a mediated solution. Mediation only brings a dispute to an end if both parties, with the intervention and assistance of the mediator, are able to come to an agreement that resolves the dispute.

4.4.2. Arbitration

Arbitration, on the other hand, employs a neutral third party to hear evidence and decide for the disputants how their conflict should be resolved. Arbitration tends to be more structured and formal than mediation. Unlike mediation,

arbitration will bring finality to the dispute whether the parties agree or not; the arbitrator's decision is, and is meant to be final and binding on the parties to the dispute. Indeed, the decision of the arbitrator may not accord with the resolution suggested by either party but it will be final.

4.4.3. Neutrality

In both, mediation and arbitration, the independence of the third party – whether one individual or a panel – is critical. Both methods also tend to be more successful when the mediator or arbitrator has expertise in the area being disputed.

4.4.4. Sport Dispute Resolution Centre of Canada (SDRCC)

SDRCC offers national alternative dispute resolution programs and available to the Canadian sport community offering arbitration, mediation and education services, nationally accessible in both official languages and at a low cost for the parties.

Access to SDRCC programs and services is a guaranteed right for any member of, or any participant within, a national sport body for any dispute within the jurisdictions of those bodies.

The Government of Canada includes in its contribution agreements a reference to the Centre and makes it mandatory to all Multisport Service Sports Organizations receiving federal funding to refer all disputes with their members to the Centre once internal alternative dispute mechanisms have been exhausted.

The SDRCC can hear cases on the following national level issues:

- a) National team selection for an international event
- b) Athlete Assistance Program funding
- c) Harassment
- d) Discipline
- e) Eligibility
- f) Interpretation of a contract
- g) Doping
- h) Field of play decision
- i) Any decision handed down by a national sport organization or a multisport organization or one of its representatives that affects one of its members

Note: Disputes at the international, provincial, municipal and local levels fall outside the jurisdiction of the Dispute Resolution Secretariat.

4.5. SANCTIONS

The consequences for employees for breaching the Code of Conduct or having violated financial or operating policy will be deemed to be discipline and will range in severity

and may include: verbal reprimand, written reprimand, suspension, termination, payment of costs, and/or referral to an outside agency.

The consequences for Sport for Life Representatives who are not employees for breaching the Code of Conduct or having violated financial or operating policy will be action that may include: written reprimand, banishment from or restrictions to current or future participation or membership, cancellation of contract, payment of costs, and/or referral to an outside agency.

4.6. SUSPENSION

Sport for Life Society may determine that an alleged incident is of such seriousness as to warrant suspension of an Individual pending a hearing and a decision of the Panel and/or completion of the criminal process.

4.7. CRIMINAL CONVICTIONS

Sport for Life Representative conviction for any of the following *Criminal Code* offenses will be deemed a major infraction under this Policy and will result in dismissal from Sport for Life Society upon the sole discretion of Sport for Life Society:

- a) any child pornography offences;
- b) any sexual offences;
- c) any offence of physical or psychological violence;
- d) any offence of assault; and
- e) any offence involving trafficking of illegal drugs.

4.8. TIMELINES

If the circumstances of the complaint are such that adhering to the timelines outlined by this Policy will not allow a timely resolution to the complaint, the Panel may direct that these timelines be revised.

Upon receipt of the complaint, and throughout the process, the complainant will receive regular (every 2-4 weeks) communications back from the organization on the status of their complaint.

4.9. RECORDS AND DISTRIBUTION OF DECISIONS

Complaints and outcomes shall be recorded and maintained by Sport for Life Society.

Decisions are matters of public interest and shall be publicly available with the names of the individuals redacted. Names of persons disciplined may be disclosed to the extent necessary to give effect to any sanction imposed.

4.10. REFERRAL

Once a decision is received from the Panel, the Sport for Life Society Discipline, Complaints & Dispute Resolution internal process will have been completed. The next step would be to refer the dispute to the alternative dispute resolutions services of the

SRDCC. This is a referral offers an external process to review the issue and make further attempts for a resolution or decision.

4.11. WHISTLEBLOWER PROTECTION

i. Intent and Provision

It is the policy of the Sport for Life Society that any person who reports a concern in good faith will not be subject to reprisal or other adverse consequences as a result of submitting a report.

Any Sport for Life Representative who retaliates against someone who has reported a concern in good faith will be subject to sanctions. Any Representative who is found to be in violation of this policy (e.g. harassment of the Whistleblower) shall be sanctioned.

Any Sport for Life Representative who has reasonable grounds to believe that a reprisal has been taken against him or her may file a complaint under the Sport for Life Policy - Discrimination, Harassment & Abuse, and the complaint will be investigated as if the alleged reprisal was a breach of that policy.

None of the protections afforded to a Whistleblower under this policy shall apply to protect a person who intentionally makes false accusations. The Sport for Life Society may sanction a participant in such circumstances.

This Whistleblowing provision applies to all Sport for Life Representatives at all times, during the course of their work and during other activities where their conduct may affect the professional environment, whether that be at the Sport for Life offices, at meetings of the Sport for Life Society whether in Canada or abroad.

ii. Procedures

A concern can be reported in confidence using the Sport for Life Society's **Whistleblower Form** (see Appendix A).

The Whistleblower Form will be sent to the CEO, the Issues Manager, the Board Chair, the Board Director, or the Sr. Manager of Operations, with whom the individual feels most comfortable for review and assessment.

The information will be referred to the internal or external authority best situated to resolve the issues cited. Alleged Code of Conduct violations, for example, will be managed according to the above noted Policy and procedures. Allegations of potentially criminal conduct may generate a referral to the RCMP.

If wrongdoing is found, appropriate remedial actions will be taken and/or sanctions imposed.

Except when a report is anonymous, the Whistleblower will be advised once the review and/or investigation of a matter has been completed, and if warranted, may be provided information about the outcome.

In any year in which a concern has been reported, the Board will host an In-Camera meeting to review the details of the situation. The Sport for Life staff person who is assisting may be invited to report to the In-Camera meeting as well.

The Board Chair and the Sport for Life staff person shall forward to the Sport for Life CEO, the (sealed) documentation resulting from every report received under this Policy.

APPENDIX A

Complaint or Whistleblower Form

Form submitted to:

- Issues Manager, Steven Indig
- Board Chair, Roger Smolnicky
- Board Director, _____
- CEO, Richard Way
- Sr. Manager of Operations, Kabir Hosein
- Employee Respondent's Supervisor

Indicate type of submission:

- Complaint
- Whistleblower

The Sport for Life Society will treat all disclosures in a confidential and sensitive manner. The process has been designed so as to protect your identity when communicating your concern.

This Form allows you the opportunity to provide your name and contact information in confidence as this information may assist us in investigating your concern. Should you not wish to provide your name, reported incidents will still be accepted and investigated, if sufficient documentation and evidence is provided to substantiate the claim.

Instructions

Please provide as much detail as possible.

1. Please describe the nature of your concern. Include sufficient information for an independent person to understand the concern and to enable further investigation.
2. Please provide details with respect to the location and/or date of the incident (e.g. region, event, specific location, department, etc.) and how you became aware of it.
3. Please state the full name, title, and role of each individual whom you suspect of wrongdoing.
4. How many times has this incident taken place (if applicable)?
5. How long has this incident been taking place (if applicable)?
6. Would you be willing to provide your name and contact information? (Please note that this is optional, however, as stated in the Sport for Life Discipline, Complaints & Dispute Resolution Policy, your identity will be kept confidential to the extent possible and treated with due care, consistent with the need to conduct an adequate investigation.)
 - No. We may not be able to follow up with you.
 - Yes. If yes, please provide your name, email, and telephone number for follow up purposes.

Please return your completed form, in confidence to any of the two listed below:

Board Chair, Roger Smolnicky – rsmolnicky@shaw.ca
 Board Director, John Ross – johnross7@gmail.com
 Board Director, Mary Bluehardt – marybluehardt@gmail.com
 Board Director, Wendy Pattenden – wpattenden@csipacific.com
 Board Director, Ram Nayyar – birdpro@gmail.com
 Board Director, Jacquelyn Novak – jnovak@advantagetoo.com
 Board Director, Sylvie Béliveau – sbeliveau08@gmail.com
 Board Director, Nathan Wong – nyhwong@gmail.com
 CEO, Richard Way – richard@sportforlife.ca
 Sr. Manager of Operations, Kabir Hosein – kabir@sportforlife.ca
 Issues Manager, Steven Indig – sji@sportlaw.ca