



OTTAWA SPORT MEDICINE CENTRE

ORTHOPÉDIE/MÉDECINE SPORTIVE

ORTHOPAEDIC/SPORT MEDICINE

January 3, 2013

To Whom It May Concern

Re: Letter of Reference for Mr. Ronald Bremner

It is with pleasure that I write this letter of recommendation for Mr. Ronald Bremner. Mr. Bremner has been a member of the Board of Directors of the Canadian Centre for Ethics (CCES) in Sport from June 2006 until November 2012. The Canadian Centre for Ethics in Sport is an independent, national, not-for profit organization. Our mission is to work collaboratively to activate a values-based and principle-driven sport system; to protect the integrity of sport from the negative forces of doping and other unethical threats; and to advocate for sport that is fair, safe and open to everyone. With strong governance and effective corporate operations we work toward our vision of Sport in Canada that is fair, safe and open to everyone which is the basis of the True Sport Movement which the CCES fosters. While doping control and related protection activities (testing and adverse event management) form the majority of the business of the CCES, advocating and promoting True Sport is the critical preventive work of our mission.

I have worked alongside Ron as a member of this board since 2003 and as the chairperson of the board since June 2007 until present. The CCES board is chosen based upon the expertise of its members. I refer you to the website for a complete description of the CCES governance at <http://www.cces.ca/en/governance>

Mr. Bremner was elected for his expertise in communications and marketing. He has been a tremendous asset to the board in this area and his perspective on various governance issues not just in his area of expertise has been very helpful. He has provided guidance on matters related to business operations and has been a contributing member of the Nominations Committee of the CCES. This committee is charged with bringing to the board names of potential new members. He was well positioned with his many contacts in sport, business and marketing to assist us in this regard.

Ron shared his expertise using a friendly approach sprinkled with humour that helped the board formulate recommendations even for the more difficult problems. This included a major corporate restructuring process as well as excellent advice on financial matters. The CEO of the CCES, Paul Melia, will continue to work professionally with Mr. Bremner over year of 2013 which the board has fully endorsed. We are confident that Mr. Bremner has the knowledge and skills to succeed in coaching Mr. Melia reach his goals. This will include more financial independence for the CCES and expanding the capacity of the CCES in its three identified areas: activate, protect and advocate. An important part of this will include innovative ways to foster

the True Sport Movement. <http://www.truesportpur.ca/en/home>

I recommend Mr. Bremner to you as a highly effective and valuable team member. He has the experience and skills to bring valuable insight to an organization and make it more financially successful. He has strong interpersonal skills as well which make working with him a true delight.

I wish him all the best in his future work.

Sincerely,

A handwritten signature in black ink that reads "Louise Walker". The signature is written in a cursive, flowing style.

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