

PICKLEBALL ONTARIO

Annual General Meeting



2024 Annual General Meeting

December 30, 2024

2023/2024





ANNUAL GENERAL MEETING

Monday December 30, 2024

6:30 pm Eastern Time

Zoom

AGENDA (proposed) (continuation of 2024 11 19)	
1.	Welcome and Call to Order – Daphne Reid a. Introduction of Board b. Introduction of Guest
2.	Declaration of Conflict of Interest
3.	Approval of Minutes –2023 AGM Motion 1: to approve 2023 AGM minutes.
4.	Approval of Agenda Motion 2: to approve the agenda as presented
5.	Report certifying eligible voting
6.	President’s Report – Daphne Reid
7.	Treasurer’s Report: - Ron Klayman a. Review Engagement Report Motion 3: to accept draft report by auditors b. Appointment of Auditor Motion 4: to retain MNP LLP as auditors for fiscal year 2024-25
8.	Marketing Committee – Junior Bent
9.	Club Relations & Membership Committee - Suzanne Penner
10	Tournament Committee Report – Gail Prior
11	Report of Nominating Committee – Junior Bent
12	Election - Proposed Candidates for Director - Four (4) to elect Motion 5: to nominate Sarah Anantharajan as a Director. Motion 6: to nominate Tarun Saroya as a Director. Motion 7: to nominate Nischal Anand Singh as a Director. Motion 8: to nominate Christine Kelly as a Director Motion 9: to nominate Catherine Cote as a Director.
13.	Questions & Answers
14.	Adjournment

(DRAFT)

PRESENT:

Daphne Reid	President
Junior Bent	Vice-President
Luc Grenon	Secretary
Suzanne Penner	Director of Clubs
Alex Dorbyk	Director at large
Kitty Chow	Director at large
Delegates – see list attached	

Ron Klayman Treasurer – Regrets

1. Welcome and Call to order: Daphne Reid
 - Daphne called the meeting to order at 6:35PM
 - 24 of the 34 clubs Delegates present
2. Declaration of conflict of interest – NO CONFLICTS OF INTEREST REPORTED
3. Motion 1: Approval of 2022 minutes by Doug Diplock, seconded by Marsha O'Connor
Ben Seto asked for draft budget and procurement practices, he was advised that budget for 2023/4 not ready yet but will be done shortly

Minutes were approved (2 abstained)

Motion 2: Approval of Agenda by Doug Diplock seconded by Mike B

Agenda approved

Point 8 clarified by Ben Seto. Appointed accounting firm is for an engagement review not an audit

Report certifying eligible voting – Alex Dorbyk

Alex explained the procedure.

- a. Required 50%+1 of eligible votes to pass
- b. Each Club in attendance had certain number of votes as indicated by the Bylaws and was determined by their club size.

4. Introduction of the Board – Daphne Reid
 - a. Board Members introduced themselves
 - b. Each delegate present at the meeting introduced themselves.

5. President's Report – Daphne Reid
 - a. Update on championship series provided
 - b. Asked for more people to join the board
 - c. Ben Seto raised the following – age categories 65+ in CS, Joola balls issues, strategic plan needed to define investments being made.
 - d. Question regarding communication next year for players in championship series
 - e. Treasurer's Report – Daphne Reid for Ron Klayman
 - i. Question on professional fees increase year to year.
 - ii. Question on sponsorships, club support, IT,

Motion 3: To accept the review engagement report prepared by MNP LLC by Doug D., seconded by Marsha O'Connor

Approved

Motion4: To retain MNP LLC accounting firm to perform a Review engagement report for fiscal 2023-24 by Derek, seconded by Lori Cooper.

Approved

Marketing Committee Report – Junior Bent

- a. Junior gave a sponsorship update including Selkirk, Paddeltek, Zacs, Amino Snacks, Toronto Blue Jays messaging and advertising, Joola balls and paddles, very significant in-kind contributions made, Verge insurance/economical for our members, scholarship program with economical, Total Sports Solutions,
 - b. Ben Seto asked that review of in-kind donations be conducted with the treasurer. He expressed concerns over Joola balls quality, and brought up discount program.
-
6. Club Relations and Membership Committee report – Suzanne Penner
 - a. an update on the number of clubs, new clubs and the PCNS system education,
 - b. Grow the Game initiative,
 - c. Ambassador program will be rejuvenated in 2024.

7. Report of Nominating Committee – Daphne Reid
 - a. proposed to vote on the election of directors as one slate vs individually.
 - b. no objections proceeding in this manner.

Motion 5: To accept the slate of Directors as presented (Ron Klayman, Luc Grenon, Alex Dorbyk, Kitty Chow) by Doug D, seconded by Andrea

Approved

8. Questions and Answers period
 - a. Several questions were raised regarding ratings and tournaments, and also how to proceed with building projects
 - b. Daphne suggested setting up a committee to address these items.

Meeting was adjourned at 8:50pm



Highlights of 2023-2024

The following is a list of some of the Pickleball Ontario activities/accomplishments of the last year.

- Membership on-boarding
 - 77 Member Clubs
 - 20 000 + active members
- Volunteer Awards
 - 4 recipients
- Scholarship Program
 - 5 given
- Plant the Seed Grants
 - 33 clubs
- Safe Sport and Conflict Resolution Presentation
 - 29 participants
- Health & Wellness by Prsireenity Workshops
 - 77 participants
- AED Workshop
- Special Meetings - February & August
- Municipal Committee
- Tournament Committee
 - Championship Finals at Toronto
 - Entries to Dallas Championship
 - 12 entries
 - Championship Series
 - 6 regional tournaments = 2 cancelled
- National Pickleball Day
- Display about PO at Championship
- Equipment to Schools at Tournament Venues
- Giveaways at Tournaments
- Draw for Cancun Vacation

- Partnerships – Municipalities
- Sponsorships – Corporate, Municipal & multi-year



President's AGM Report 2023-2024

Dear Members,

As I reflect on this past year, I am proud of the strides we have made in growing the sport of pickleball in Ontario. Our commitment to expanding opportunities, improving infrastructure, and fostering partnerships has resulted in remarkable progress. Throughout the year, we have worked tirelessly on initiatives that promote the game and enhance the experience for all our members.

Membership Growth

We have seen a steady increase in our membership base, and I'm thrilled to report that our member clubs now number 77 across Ontario and there are more waiting to join. This growth reflects the passion and enthusiasm for pickleball in our province, and we are excited to welcome more clubs and players in the coming year.

Pickleball Ontario is now the largest provincial pickleball organization in Canada. In fact, we make up 29% of all membership in Pickleball Canada.

Partnerships and Collaborations

Our efforts to forge strong partnerships have been fruitful. We've built invaluable relationships with corporate sponsors, municipalities, and provincial partners, all working together to enhance our sport's reach.

I'm particularly excited about our new partnership with Ontario Parks, which will significantly increase the number of available courts for our members. This partnership will provide greater access to facilities, enabling more people to play and enjoy pickleball in both urban and rural areas.

We've also formed key relationships with several municipalities eager to take advantage of provincial grants to build new pickleball venues. These collaborations are essential as we continue to create world-class facilities for our players.

Pickleball Ontario is prepared to approach the Ontario Ministry of Sport for crucial funding support, as the demand and growth of the sport in our province have surged dramatically. However, our efforts are currently stalled, as we await Pickleball Canada's submission of essential documentation to the federal government. This critical step will secure pickleball's status as a nationally recognized sport, opening doors to government funding and resources that will benefit players, clubs, and communities across Ontario. Once this national recognition is achieved, Pickleball Ontario will be in a stronger position to advocate for provincial support, advancing the sport's reach and impact throughout Ontario.

Strengthening Our Policies and Member Support

This year, we implemented initiatives to strengthen our organization at the grassroots level. Notably, we earmarked \$70,000 to directly support our clubs. This funding has been allocated to a variety of initiatives. Clubs had the opportunity to grow the game. We provided scholarships for post-secondary education. We provided CPR and AED training at no cost all across Ontario.

We now look to provide membership to the youth of Ontario. They are our future. By opening up our membership to youth, we are fostering the next generation of pickleball players, ensuring that the sport continues to grow and thrive for years to come.

Hand in hand with this, we are currently in negotiations with a major sponsor to provide pickleball nets, paddles, and balls to all 72 elementary school districts in Ontario. This initiative aims to introduce pickleball to a younger audience, fostering physical activity and inclusivity in schools across the province. Furthermore, we hope to expand this program to include secondary and post-secondary institutions, ensuring that students at all levels have the opportunity to experience the benefits of pickleball.

Major Events and Corporate Sponsorships

In an exciting development, we have established a relationship with the Professional Pickleball Association (PPA), the leading pickleball organization in the world. We are thrilled that the PPA Tour will be making its debut in Canada, with Toronto hosting a tournament in the coming year. This is a monumental milestone for pickleball in Ontario and Canada, and we are eager to showcase our province on the international stage. Of course, we are always exploring opportunities for our Ontario champions so stay tuned.

Our Championship Series in 2024 has attracted an unprecedented number of corporate sponsors. We are looking to our Championship Series to keep attracting more sponsorships so we can continue to invest in our clubs and players. Our aim is to share some of our net dollars raised from sponsorships with our member clubs, ensuring that everyone benefits from our collective success.

Preparing for International Competition

As pickleball continues to grow globally, we are encouraging our members to adopt DUPR (Dynamic Universal Pickleball Rating). This system will ensure that our members are well-prepared to compete in international tournaments, positioning Ontario as a hub for elite-level pickleball.

Challenges with Detractors

It is disheartening that our dedicated volunteer board must sometimes contend with “bad actors” who appear intent on undermining our progress. These individuals often resort to fabricating misleading narratives in an effort to detract from our accomplishments. They would prefer that you remain unaware of their own past misdeeds or lack of contributions during their tenure on the board, whether through inaction, abrupt resignations, or failure to support meaningful initiatives. Moreover, they strive to conceal their personal agendas, which often

reveal a vested interest in seeing Pickleball Ontario fail rather than flourish. Despite these challenges, our commitment to the betterment of our community remains unwavering.

Protecting Our Brand and Evolving Governance

There is a tremendous opportunity for growth ahead for Pickleball Ontario. As our organization continues to expand, things are changing rapidly, and we must adapt to protect the integrity of our brand. Pickleball Ontario, along with our Championship Series, has become a recognized and respected name. It is vital that municipalities and the Ministry of Tourism, Culture, and Sport know they are engaging with a reputable, forward-thinking organization.

However, to maintain this reputation, we must address pressing internal challenges. Cases of harassment, bullying, and infighting have become increasingly pervasive among some clubs, placing an unnecessary burden on our volunteer board. Our governance framework needs to evolve to meet these challenges effectively. To that end, we must streamline our complaint process, ensuring it is efficient and less taxing for the board while maintaining fairness and accountability.

We propose establishing a dedicated committee to review and recommend changes to our current bylaws and policies. This committee will focus on addressing governance gaps, fostering a respectful environment, and ensuring that our organization remains strong, transparent, and united as we embrace new opportunities for growth.

Looking Forward

All of our efforts this year have been driven by a desire to grow pickleball in Ontario and provide value-added benefits to our members. We are committed to making Pickleball Ontario a leading organization recognized both in Canada and internationally.

As we look ahead, we will continue to build on these successes, forge new partnerships, and support our clubs and members in every way possible. Together, we are creating a vibrant future for pickleball in Ontario.

The trajectory of Pickleball Ontario is on such an upward path. The incredible progress we've made together and with so many new exciting initiatives and projects on the horizon gives us great hope.

I am deeply proud of the work we've accomplished and the strong foundation we've built for the future. I have no doubt that the organization will continue to thrive and achieve great success.

Daphne Micallef Reid
President, Pickleball Ontario
Insert MNP report



BUDGETED STATEMENT OF OPERATIONS FOR 2025

INCOME

MEMBERSHIP FEES	215,000
TOURNAMENT REVENUE	43,000
INTEREST INCOME	1,500
SPONSORSHIP INCOME	167,000
TOTAL INCOME	426,500

EXPENSES

ADVERTISING AND PROMOTION	21,000
AWARDS	600
BANK CHARGES AND TRANSFER FEE	2,000
GROW THE GAME/PLANT THE SEED	37,500
INFORMATION TECHNOLOGY	12,000
INSURANCE	500
MEETING	7,500
OFFICE	3,500
PROFESSIONAL FEES	25,000
RENT	4,000
TOURNAMENT EXPENSES	210,000
TRAVEL MEALS AND ACCOMODATION	10,000
SCHOLARSHIP FUND	5,000
TRAINING COSTS (AED)	5,600
ADMINISTRATIVE STAFF	25,000
CONTINGENCY FUND	25,000
TOTAL EXPENSES	394,200
EXCESS OF INCOME OVER EXPENSES	32,300



Summary of 2023 Championship Series

Tournament revenue	155,865
Tournament expenses	163,519
	163,519
Excess of expenses over revenue	-7,654
Re-allocation of sponsorship contributions for 2023 series (see note below)	15,000
Excess of revenues over expenses after re-allocation	7,346

Note:

The reported loss for the 2023 Championship Series is attributed to the timing of sponsorship funds received. While Pickleball Ontario secured \$15,000 in sponsorships for the 2023 Championship Series, these funds were received after the fiscal year-end. As a result, although contractually intended and earmarked for the 2023 Series, the funds were not reflected within the 2023 fiscal financials, impacting the reported outcome.



Pickleball Ontario

Year End Reporting Package

June 30, 2024



Wherever business takes you

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Pickleball Ontario
Financial Statements
June 30, 2024

Pickleball Ontario
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For the year ended June 30, 2024

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To the Board of Directors of Pickleball Ontario:

Report on the Financial Statements

We have reviewed the accompanying financial statements of Pickleball Ontario (the "Organization") which comprise the statement of financial position as at June 30, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian 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.

Practitioner's Responsibility

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements do not present fairly, in all material respects, the financial position of Pickleball Ontario as at June 30, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the Corporations Act of Ontario, we report that, in our opinion, the accounting principles in Canadian accounting standards for not-for-profit organizations have been applied on a basis consistent with that of the preceding year.

London, Ontario

October 3, 2024

MNP LLP

Chartered Professional Accountants

Licensed Public Accountants

Pickleball Ontario
Statement of Financial Position

As at June 30, 2024

	2024	2023
Assets		
Current		
Cash	49,776	236,929
Accounts receivable (Note 6)	43,750	2,296
Short-term investment (Note 3)	127,260	-
Prepaid expenses (Note 4)	75,269	51,340
	296,055	290,565
Liabilities		
Current		
Accounts payable and accrued liabilities	4,941	4,801
Deferred revenue (Note 4)	217,499	191,512
	222,440	196,313
Net Assets	73,615	94,252
	296,055	290,565

Approved on behalf of the Board of Directors

Director

The accompanying notes are an integral part of these financial statements

Pickleball Ontario
Statement of Operations
For the year ended June 30, 2024

	2024	2023
Revenue		
Membership fees <i>(Note 5)</i>	158,340	94,228
Tournament revenue	155,865	-
50/50 draw revenue	4,642	-
Interest income	2,492	-
Sponsorship income	-	1,712
	321,339	95,940
Expenses		
Advertising and promotion	16,130	3,864
Awards	529	613
Bank charges and transfer fees	10,126	7,577
Grow the game program	13,050	6,500
Information technology <i>(Note 2)</i>	10,796	12,207
Insurance	410	-
Meeting	8,025	-
Member services	-	3,000
Office	3,014	3,414
Professional fees <i>(Note 7)</i>	105,783	24,473
Rent	2,186	353
Tournament expenses	163,519	-
Travel, meals and accommodation	8,408	3,675
	341,976	65,676
Excess (deficiency) of revenue over expenses	(20,637)	30,264

The accompanying notes are an integral part of these financial statements

Pickleball Ontario
Statement of Changes in Net Assets
For the year ended June 30, 2024

	2024	2023
Net assets, beginning of year	94,252	63,988
Excess (deficiency) of revenue over expenses	(20,637)	30,264
Net assets, end of year	73,615	94,252

The accompanying notes are an integral part of these financial statements

Pickleball Ontario
Statement of Cash Flows
For the year ended June 30, 2024

	2024	2023
Cash provided by (used for) the following activities		
Operating		
Excess (deficiency) of revenue over expenses	(20,637)	30,264
Accrued interest on short-term investment	(2,260)	-
	(22,897)	30,264
Changes in working capital accounts		
Accounts receivable	(41,454)	(271)
Prepaid expenses	(23,929)	(47,724)
Accounts payable and accrued liabilities	140	(4,924)
Deferred revenue	25,987	157,520
	(62,153)	134,865
Investing		
Purchase of short-term investment	(150,000)	-
Proceeds on disposal of short-term investment	25,000	-
	(125,000)	-
(Decrease) increase in cash	(187,153)	134,865
Cash, beginning of year	236,929	102,064
Cash, end of year	49,776	236,929

The accompanying notes are an integral part of these financial statements

1. Incorporation and nature of the organization

Pickleball Ontario (the "Organization") is a not-for-profit organization incorporated without share capital on February 17, 2011 under the Ontario Corporations Act. The Organization is exempt from income tax under section 149(1)(f). The Organization consists of volunteer pickleball enthusiasts who are committed to supporting the growth of the pickleball game along with participation and development of both recreational and tournament players throughout the province of Ontario.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations set out in Part III of the CPA Canada Handbook - Accounting, as issued by the Accounting Standards Board of Canada and include the following significant accounting policies:

Revenue recognition

The Organization follows the deferral method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. 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.

Membership fees and sponsorship income are recognized over the term of the period that the membership and sponsorship covers.

Grant revenue is recognized in the year which the related expenses are incurred.

Tournament income is recognized using the completed contract method whereby the revenues and the related expenses are recognized at the completion of the tournament.

50/50 draw and interest income are recognized as they are earned.

Capital assets

The Organization follows a policy of expensing capital assets in the year of purchase. Included in information technology expense is \$9,195 (2023 - \$9,135) related to website improvements.

Income taxes

According to the provisions of the Income Tax Act (Canada), the Organization is exempt from taxes on income.

Contributed services

Volunteers contributed time to assist the Organization in carrying out its service delivery activities. Because of the difficulty of determining their fair value, contributed services are not recognized in the financial statements.

Measurement uncertainty (use of estimates)

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires directors and management to make estimate and assumptions that affect the reported amounts of assets and liabilities at the dates of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Accounts specifically affected by estimates in these financial statements are the collectibility of accounts receivable. Actual results may differ from their best estimates as additional information becomes available in the future and adjustments, if any, are recorded as that information becomes known.

Financial instruments

The Organization recognizes financial instruments when the Organization becomes party to the contractual provisions of the financial instrument.

Arm's length financial instruments

Financial instruments originated/acquired or issued/assumed in an arm's length transaction ("arm's length financial instruments") are initially recorded at their fair value.

2. Significant accounting policies *(Continued from previous page)*

At initial recognition, the Organization may irrevocably elect to subsequently measure any arm's length financial instrument at fair value. Fair value is determined by recent arm's length transactions.

The Organization subsequently measures investments in equity instruments quoted in an active market and all derivative instruments, except those designated in a qualifying hedging relationship or that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, at fair value. Fair value is determined by published price quotations. Investments in equity instruments not quoted in an active market and derivatives that are linked to, and must be settled by delivery of, unquoted equity instruments of another entity, are subsequently measured at cost less impairment. With the exception of financial liabilities indexed to a measure of the Organization's performance or value of its equity and those instruments designated at fair value, all other financial assets and liabilities are subsequently measured at amortized cost.

Transaction costs and financing fees directly attributable to the origination, acquisition, issuance or assumption of financial instruments subsequently measured at fair value are immediately recognized in excess (deficiency) of revenue over expenses. Conversely, transaction costs and financing fees are added to the carrying amount for those financial instruments subsequently measured at cost or amortized cost.

Financial asset impairment

The Organization assesses impairment of all its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when available information is not sufficient to permit identification of each individually impaired financial asset in the group, there are numerous assets affected by the same factors, or no asset is individually significant. Management considers whether the issuer is having significant financial difficulty, whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the year.

With the exception of related party debt instruments and related party equity instruments initially measured at cost, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party debt instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the highest of: the undiscounted cash flows expected to be generated by holding the asset, or group of similar assets, excluding the interest and dividend payments of the instrument; the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets at the statement of financial position date; and the amount expected to be realized by exercising any rights to collateral held against those assets.

For related party equity instruments initially measured at cost, the Organization reduces the carrying amount of the asset (or group of assets), to the amount that could be realized by selling the asset(s) at the statement of financial position date.

Any impairment, which is not considered temporary, is included in current year excess (deficiency) of revenue over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess (deficiency) of revenue over expenses in the year the reversal occurs.

3. Short-term investment

Short-term investment is measured at cost plus accrued interest and is comprised of a guaranteed investment certificate with a cost of \$125,000, maturing January 14, 2025 and earning interest at a rate of 4.00% per annum.

4. Deferred revenue

Deferred revenue is comprised of the below amounts. Included in prepaid expenses is \$75,269 (2023 - \$51,340) of costs incurred related to the Ontario Championship Series to be completed in September 2024.

	2024	2023
Deferred membership fee revenue	89,439	71,333
Deferred sponsorship revenue	87,500	-
Deferred 50/50 draws	-	7,445
Deferred Ontario Championship Series revenue	35,560	112,734
Scholarship fund	5,000	-
Total deferred revenue	217,499	191,512

5. Economic dependence

The Organization's receives approximately 49% (2023 - 98%) of its revenue from membership fees. Membership fees for the Organization are sold to members in conjunction with Pickleball Canada membership fees. Pickleball Canada is responsible for the invoicing, collection and distribution of the membership fees on behalf of the Organization. The Organization's ability to continue viable operations is dependent upon maintaining its affiliation with Pickleball Canada.

6. Financial instruments

Unless otherwise noted it is management's opinion that the Organization is not exposed to significant risks. There have been no changes in the Organization's risk exposures from the prior year.

Liquidity risk

Liquidity risk is the risk that the Organization will not be able to meet its obligations as they become due. The Organization manages risk by establishing budgets and funding plans.

Credit risk

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The financial instruments that potentially subject the Organization to a significant concentration of credit risk consist primarily of cash and accounts receivable. The Organization mitigates its exposure to credit loss by placing its cash with major financial institutions. The Organization routinely assesses the financial strength of its customers and, as a consequence, believes that its accounts receivable credit risk exposure is limited.

Credit concentration

Accounts receivable includes sponsorship fees receivable from which three (2023 - none) sponsors represents 83% (2023 - Nil%) of total accounts receivable as at June 30, 2024. The Organization believes that there is minimal risk associated with the collection of these amounts. The balance of accounts receivable is distributed amongst other sponsorships.

7. Legal matters

During the year, the Organization was subject to multiple legal matters. These matters have since been resolved in the Organization's favour as at June 30, 2024.

8. Comparative figures

Certain comparative figures have been reclassified to conform with current year presentation. These changes do not affect prior year excess of revenue over expenses.



Canada Revenue Agency / Agence du revenu du Canada

T2 Corporation Income Tax Return

200

Code 2401

Protected B when completed

055 Do not use this area

This form serves as a federal, provincial, and territorial corporation income tax return, unless the corporation is located in Quebec or Alberta...

All legislative references on this return are to the federal Income Tax Act and Income Tax Regulations. This return may contain changes that had not yet become law at the time of publication.

Send one completed copy of this return, including schedules and the General Index of Financial Information (GIFI), to your tax centre. You have to file the return within six months after the end of the corporation's tax year.

For more information see canada.ca/taxes or Guide T4012, T2 Corporation - Income Tax Guide.

Identification

Main form body containing sections for Business Number, Corporation's name, Address of head office, Mailing address, Location of books and records, and various tax-related questions (060-085).

Attachments

Financial statement information: Use GIFL schedules 100, 125, and 141.

Schedules – Answer the following questions. For each **yes** response, **attach** the schedule to the T2 return, unless otherwise instructed.

Yes Schedule

Is the corporation related to any other corporations?	150 <input type="checkbox"/>	9
Is the corporation an associated CCPC?	160 <input type="checkbox"/>	23
Is the corporation an associated CCPC that is claiming the expenditure limit?	161 <input type="checkbox"/>	49
Does the corporation have any non-resident shareholders who own voting shares?	151 <input type="checkbox"/>	19
Has the corporation had any transactions, including section 85 transfers, with its shareholders, officers, or employees, other than transactions in the ordinary course of business? Exclude non-arm's length transactions with non-residents.	162 <input type="checkbox"/>	11
If you answered yes to the above question, and the transaction was between corporations not dealing at arm's length, were all or substantially all of the assets of the transferor disposed of to the transferee?	163 <input type="checkbox"/>	44
Has the corporation paid any royalties, management fees, or other similar payments to residents of Canada?	164 <input type="checkbox"/>	14
Is the corporation claiming a deduction for payments to a type of employee benefit plan?	165 <input type="checkbox"/>	15
Is the corporation claiming a loss or deduction from a tax shelter?	166 <input type="checkbox"/>	T5004
Is the corporation a member of a partnership for which a partnership account number has been assigned?	167 <input type="checkbox"/>	T5013
Did the corporation, a foreign affiliate controlled by the corporation, or any other corporation or trust that did not deal at arm's length with the corporation have a beneficial interest in a non-resident discretionary trust (without reference to section 94)?	168 <input type="checkbox"/>	22
Did the corporation own any shares in one or more foreign affiliates in the tax year?	169 <input type="checkbox"/>	25
Has the corporation made any payments to non-residents of Canada under subsections 202(1) and/or 105(1) of the <i>Income Tax Regulations</i> ?	170 <input type="checkbox"/>	29
Did the corporation have a total amount over CAN\$1 million of reportable transactions with non-arm's length non-residents?	171 <input type="checkbox"/>	T106
For private corporations: Does the corporation have any shareholders who own 10% or more of the corporation's common and/or preferred shares?	173 <input checked="" type="checkbox"/>	50
Has the corporation made payments to, or received amounts from, a retirement compensation plan arrangement during the year?	172 <input type="checkbox"/>	---
Does the corporation earn income from one or more Internet webpages or websites?	180 <input type="checkbox"/>	88
Is the net income/loss shown on the financial statements different from the net income/loss for income tax purposes?	201 <input checked="" type="checkbox"/>	1
Has the corporation made any charitable donations; gifts of cultural or ecological property; or gifts of medicine?	202 <input type="checkbox"/>	2
Has the corporation received any dividends or paid any taxable dividends for purposes of the dividend refund?	203 <input type="checkbox"/>	3
Is the corporation claiming any type of losses?	204 <input type="checkbox"/>	4
Is the corporation claiming a provincial or territorial tax credit or does it have a permanent establishment in more than one jurisdiction?	205 <input type="checkbox"/>	5
Has the corporation realized any capital gains or incurred any capital losses during the tax year?	206 <input type="checkbox"/>	6
i) Is the corporation a CCPC and reporting a) income or loss from property (other than dividends deductible on line 320 of the T2 return), b) income from a partnership, c) income from a foreign business, d) income from a personal services business, e) income referred to in clause 125(1)(a)(i)(C) or 125(1)(a)(i)(B), f) aggregate investment income as defined in subsection 129(4), or g) an amount assigned to it under subsection 125(3.2) or 125(8); or		
ii) Is the corporation a member of a partnership and assigning its specified partnership business limit to a designated member under subsection 125(8)?	207 <input type="checkbox"/>	7
Does the corporation have any property that is eligible for capital cost allowance?	208 <input type="checkbox"/>	8
Does the corporation have any resource-related deductions?	212 <input type="checkbox"/>	12
Is the corporation claiming deductible reserves?	213 <input type="checkbox"/>	13
Is the corporation claiming a patronage dividend deduction?	216 <input type="checkbox"/>	16
Is the corporation a credit union claiming a deduction for allocations in proportion to borrowing or a provincial credit union tax reduction?	217 <input type="checkbox"/>	17
Is the corporation an investment corporation or a mutual fund corporation?	218 <input type="checkbox"/>	18
Is the corporation carrying on business in Canada as a non-resident corporation?	220 <input type="checkbox"/>	20
Is the corporation claiming any federal, provincial, or territorial foreign tax credits, or any federal logging tax credits?	221 <input type="checkbox"/>	21
Does the corporation have any Canadian manufacturing and processing profits or zero-emission technology manufacturing profits?	227 <input type="checkbox"/>	27
Is the corporation claiming an investment tax credit?	231 <input type="checkbox"/>	31
Is the corporation claiming any scientific research and experimental development (SR&ED) expenditures?	232 <input type="checkbox"/>	T661
Is the total taxable capital employed in Canada of the corporation and its related corporations over \$10,000,000?	233 <input type="checkbox"/>	33/34/35
Is the total taxable capital employed in Canada of the corporation and its associated corporations over \$10,000,000?	234 <input type="checkbox"/>	-----
Is the corporation subject to gross Part VI tax on capital of financial institutions?	238 <input type="checkbox"/>	38
Is the corporation claiming a Part I tax credit?	242 <input type="checkbox"/>	42
Is the corporation subject to Part IV.1 tax on dividends received on taxable preferred shares or Part VI.1 tax on dividends paid?	243 <input type="checkbox"/>	43
Is the corporation agreeing to a transfer of the liability for Part VI.1 tax?	244 <input type="checkbox"/>	45
For financial institutions: Is the corporation a member of a related group of financial institutions with one or more members subject to gross Part VI tax?	250 <input type="checkbox"/>	39
Is the corporation claiming a Canadian film or video production tax credit?	253 <input type="checkbox"/>	T1131
Is the corporation claiming a film or video production services tax credit?	254 <input type="checkbox"/>	T1177
Is the corporation claiming a Canadian journalism labour tax credit?	272 <input type="checkbox"/>	58
Is the corporation subject to Part XIII.1 tax? (Show your calculations on a sheet that you identify as Schedule 92.)	255 <input type="checkbox"/>	92

Attachments (continued)

Table with columns for question, Yes/No checkboxes, and Schedule numbers (T1134 to T2002). Includes questions about foreign affiliates, property, SR&ED, dividends, and tax credits.

Additional information

Table with questions about IFRS, inactivity, CCPC status, and immigration. Includes a table for principal products (Pickleball membership) and a date field for cessation of eligibility.

Taxable income

Table for calculating taxable income. Starts with net income (300) and lists various deductions (311-352). Includes subtotal (B), adjustment (C), and final taxable income (360).

* This amount is equal to 3.5 times the Part VI.1 tax payable at line 724 on page 9.

Small business deduction

Canadian-controlled private corporations (CCPCs) throughout the tax year

Income eligible for the small business deduction from Schedule 7 **400** A
 Taxable income from line 360 on page 3, **minus** 100/28 of the amount on line 632* on page 8, **minus** 4 times the amount on line 636** on page 8, and **minus** any amount that, because of federal law, is exempt from Part I tax **405** B
 Business limit (see notes 1 and 2 below) **410** C

Notes:

- For CCPCs that are not associated, enter \$500,000 on line 410. However, if the corporation's tax year is less than 51 weeks, prorate this amount by the number of days in the tax year **divided** by 365, and enter the result on line 410.
- For associated CCPCs, use Schedule 23 to calculate the amount to be entered on line 410.

Business limit reduction:

Taxable capital business limit reduction for tax years starting before April 7, 2022

Amount C _____ x **415***** D = E1
 11,250

Taxable capital business limit reduction for tax years starting after April 6, 2022

Amount C _____ x **415***** D = E2
 90,000

Amount E1 or amount E2, whichever applies E3

Passive income business limit reduction

Adjusted aggregate investment income from Schedule 7 **** **417** - 50,000 = .. F

Amount C _____ x Amount F _____ = G
 100,000

The greater of amount E3 and amount G **422** H

Reduced business limit (amount C **minus** amount H) (if negative, enter "0") **426** I

Business limit the CCPC assigns under subsection 125(3.2) (from line 515) J

Reduced business limit after assignment (amount I **minus** amount J) **428** K

Small business deduction

Amount A, B, C, or K, whichever is the least	x	No. of days on or after January 1, 2018 and before January 1, 2019		x	18.0 %	=	
		Number of days in the tax year	366				
Amount A, B, C, or K, whichever is the least	x	No. of days on or after January 1, 2019	366	x	19.0 %	=	
		Number of days in the tax year	366				

Total of the above amounts **430**

Enter amount from line 430 at amount K on page 8.

* Calculate the amount of foreign non-business income tax credit deductible on line 632 without reference to the refundable tax on the CCPC's investment income (line 604) and without reference to the corporate tax reductions under section 123.4.

** Calculate the amount of foreign business income tax credit deductible on line 636 without reference to the corporation tax reductions under section 123.4.

*** **Large corporations**

- If the corporation is not associated with any corporations in both the current and previous tax years, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **prior** year **minus** \$10,000,000) x 0.225%.
- If the corporation is not associated with any corporations in the current tax year, but was associated in the previous tax year, the amount to be entered on line 415 is: (total taxable capital employed in Canada for the **current** year **minus** \$10,000,000) x 0.225%.
- For corporations associated in the current tax year, see Schedule 23 for the special rules that apply.

**** Enter the total adjusted aggregate investment income of the corporation and all associated corporations for each tax year that ended in the preceding calendar year. Each corporation with such income has to file a Schedule 7. For a corporation's first tax year that starts after 2018, this amount is reported at line 744 of the corresponding Schedule 7. Otherwise, this amount is the total of all amounts reported at line 745 of the corresponding Schedule 7 of the corporation for each tax year that ended in the preceding calendar year.

Small business deduction (continued)

Specified corporate income and assignment under subsection 125(3.2)

L	M	N
Business number of the corporation receiving the assigned amount 490	Income paid under clause 125(1)(a)(i)(B) to the corporation identified in column L ³ 500	Business limit assigned to corporation identified in column L ⁴ 505
RC		
Total 510		Total 515

Notes

- This amount is [as defined in subsection 125(7) **specified corporate income** (a)(i)] the total of all amounts each of which is income (other than specified farming or fishing income of the corporation for the year) from an active business of the corporation for the year from the provision of services or property to a private corporation (directly or indirectly, in any manner whatever) if
 - (A) at any time in the year, the corporation (or one of its shareholders) or a person who does not deal at arm's length with the corporation (or one of its shareholders) holds a direct or indirect interest in the private corporation, and
 - (B) it is not the case that all or substantially all of the corporation's income for the year from an active business is from the provision of services or property to
 - (I) persons (other than the private corporation) with which the corporation deals at arm's length, or
 - (II) partnerships with which the corporation deals at arm's length, other than a partnership in which a person that does not deal at arm's length with the corporation holds a direct or indirect interest.
- The amount of the business limit you assign to a CCPC cannot be greater than the amount determined by the formula $A - B$, where A is the amount of income referred to in column M in respect of that CCPC and B is the portion of the amount described in A that is deductible by you in respect of the amount of income referred to in clauses 125(1)(a)(i)(A) or (B) for the year. The amount on line 515 cannot be greater than the amount on line 426.

General tax reduction for Canadian-controlled private corporations

Canadian-controlled private corporations throughout the tax year or substantive CCPCs at any time in the tax year

Taxable income from line 360 on page 3.....		A
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	B	
Amount 13K from Part 13 of Schedule 27	C	
Personal services business income	432 D	
Amount from line 400, 405, 410, or 428 on page 4, whichever is the least*	E	
Aggregate investment income from line 440 on page 6**	F	
Subtotal (add amounts B to F)	▶	G
Amount A minus amount G (if negative, enter "0")		H
General tax reduction for Canadian-controlled private corporations – Amount H multiplied by 13%		I

Enter amount I on line 638 on page 8.

* This is not applicable to substantive CCPCs.

** Except for a corporation that is, throughout the year, a cooperative corporation (within the meaning assigned by subsection 136(2)) or a credit union.

General tax reduction

Do not complete this area if you are a Canadian-controlled private corporation, a substantive CCPC, an investment corporation, a mortgage investment corporation, a mutual fund corporation, or any corporation with taxable income that is not subject to the corporation tax rate of 38%.

Taxable income from line 360 on page 3.....		J
Lesser of amounts 9B and 9H from Part 9 of Schedule 27	K	
Amount 13K from Part 13 of Schedule 27	L	
Personal services business income	434 M	
Subtotal (add amounts K to M)	▶	N
Amount J minus amount N (if negative, enter "0")		O
General tax reduction – Amount O multiplied by 13%		P

Enter amount P on line 639 on page 8.

Refundable portion of Part I tax

Canadian-controlled private corporations throughout the tax year or substantive CCPCs at any time in the tax year

Aggregate investment income from Schedule 7 **440** × 30 2/3% = **A**

Foreign non-business income tax credit from line 632 on page 8 **B**

Foreign investment income from Schedule 7 **445** × 8% = **C**

Subtotal (amount B **minus** amount C) (if negative, enter "0") **D**

Amount A **minus** amount D (if negative, enter "0") **E**

Taxable income from line 360 on page 3 **F**

Amount from line 400, 405, 410, or 428 on page 4, whichever is the least * **G**

Foreign non-business income tax credit from line 632 on page 8 × 75/29 **H**

Foreign business income tax credit from line 636 on page 8 × 4 = **I**

Subtotal (**add** amounts G to I) **J**

Subtotal (amount F **minus** amount J) **K** × 30 2/3% = **L**

Part I tax payable minus investment tax credit refund (line 700 **minus** line 780 from page 9) **M**

Refundable portion of Part I tax – Amount E, L, or M, whichever is the least **450** **N**

* This is not applicable to substantive CCPCs.

Refundable dividend tax on hand

Eligible refundable dividend tax on hand (ERDTOH) at the end of the previous tax year (line 530 of the preceding tax year)	520	A
Non-eligible refundable dividend tax on hand (NERDTOH) at the end of the previous tax year (line 545 of the preceding tax year) (if negative, enter "0")	535	B
Part IV tax payable on taxable dividends from connected corporations (amount 2G from Schedule 3)	C	
Part IV tax payable on eligible dividends from non-connected corporations (amount 2J from Schedule 3)	D	
Subtotal (amount C plus amount D)		E
Net ERDTOH transferred on an amalgamation or the wind-up of a subsidiary	525	F
ERDTOH dividend refund for the previous tax year	570	G
Refundable portion of Part I tax (from line 450 on page 6)		H
Part IV tax before deductions (amount 2A from Schedule 3)	I	
Part IV tax allocated to ERDTOH (amount E)	J	
Part IV tax reduction due to Part IV.1 tax payable (amount 4D of Schedule 43)	K	
Subtotal (amount I minus total of amounts J and K)		L
Net NERDTOH transferred on an amalgamation or the wind-up of a subsidiary	540	M
NERDTOH dividend refund for the previous tax year	575	N
38 1/3% of the total losses applied against Part IV tax (amount 2D from Schedule 3)		O
Part IV tax payable allocated to NERDTOH, net of losses claimed (amount L minus amount O) (if negative enter "0")		P
NERDTOH at the end of the tax year (total of amounts B, H, M, and P minus amount N) (if negative, enter "0")	545	
Part IV tax payable allocated to ERDTOH, net of losses claimed (amount E minus the amount, if any, by which amount O exceeds amount L) (if negative, enter "0")		Q
ERDTOH at the end of the tax year (total of amounts A, F, and Q minus amount G) (if negative, enter "0")	530	

Dividend refund

38 1/3% of total eligible dividends paid in the tax year (amount 3A from Schedule 3)		AA
ERDTOH balance at the end of the tax year (line 530)		BB
Eligible dividend refund (amount AA or BB, whichever is less)		CC
38 1/3% of total non-eligible taxable dividends paid in the tax year (amount 3B from Schedule 3)		DD
NERDTOH balance at the end of the tax year (line 545)		EE
Non-eligible dividend refund (amount DD or EE, whichever is less)		FF
Amount DD minus amount EE (if negative, enter "0")		GG
Amount BB minus amount CC (if negative, enter "0")		HH
Additional non-eligible dividend refund (amount GG or HH, whichever is less)		II
Dividend refund – Amount CC plus amount FF plus amount II		JJ
Enter amount JJ on line 784 on page 9.		

Part I tax

Base amount Part I tax – Taxable income (from line 360 on page 3) multiplied by 38%.....	550	A
Additional tax on personal services business income (section 123.5)		
Taxable income from a personal services business	555 × 5% =	560 B
Additional tax on banks and life insurers from Schedule 68.....	565	C
Recapture of investment tax credit from Schedule 31.....	602	D
Calculation for the refundable tax on the Canadian-controlled private corporation's (CCPC) or substantive CCPC's investment income (if it was a CCPC throughout the tax year or a substantive CCPC at any time in the tax year)		
Aggregate investment income from line 440 on page 6	_____	E
Taxable income from line 360 on page 3.....	_____	F
Deduct:		
Amount from line 400, 405, 410, or 428 on page 4, whichever is the least*	_____	G
Net amount (amount F minus amount G)	_____	H
Refundable tax on CCPC's or substantive CCPC's investment income – 10 2/3% of whichever is less: amount E or amount H.....	604	I
Subtotal (add amounts A, B, C, D, and I)	_____	J
Deduct:		
Small business deduction from line 430 on page 4.....	_____	K
Federal tax abatement	608	_____
Manufacturing and processing profits deduction and zero-emission technology manufacturing deduction from Schedule 27.....	616	_____
Investment corporation deduction	620	_____
Taxed capital gains 624	_____	_____
Federal foreign non-business income tax credit from Schedule 21	632	_____
Federal foreign business income tax credit from Schedule 21.....	636	_____
General tax reduction for CCPCs from amount I on page 5.....	638	_____
General tax reduction from amount P on page 5.....	639	_____
Federal logging tax credit from Schedule 21	640	_____
Eligible Canadian bank deduction under section 125.21	641	_____
Federal qualifying environmental trust tax credit.....	648	_____
Investment tax credit from Schedule 31	652	_____
Subtotal	_____	L
Part I tax payable – Amount J minus amount L	_____	M

Enter amount M on line 700 on page 9.

* This is not applicable to substantive CCPCs.

Privacy statement

Personal information (including the SIN) is collected to administer or enforce the Income Tax Act and related programs and activities including administering tax, benefits, audit, compliance, and collection. The information collected may be used or disclosed for the purposes of other federal acts that provide for the imposition and collection of a tax or duty. It may also be disclosed to other federal, provincial, territorial, or foreign government institutions to the extent authorized by law. Failure to provide this information may result in paying interest or penalties, or in other actions. Under the Privacy Act, individuals have a right of protection, access to and correction of their personal information, or to file a complaint with the Privacy Commissioner of Canada regarding the handling of their personal information. Refer to Personal Information Bank CRA PPU 047 on Information about Programs and Information Holdings at canada.ca/cra-information-about-programs.

Summary of tax and credits

Federal tax

Table with 2 columns: Tax description and Amount. Rows include Part I, II.2, III.1, IV, IV.1, VI, VI.1, VI.2, XIII.1, and XIV tax payable from various schedules.

Total federal tax

Add provincial or territorial tax:

Provincial or territorial jurisdiction: 750 ON
Net provincial or territorial tax payable (except Quebec and Alberta): 760

Total tax payable 770 A

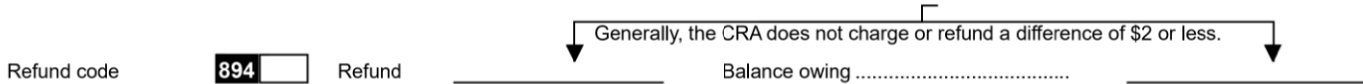
Deduct other credits:

Table with 2 columns: Credit description and Amount. Rows include Investment tax credit refund, Dividend refund, Federal capital gains refund, etc.

Total credits 890 B

Balance (amount A minus amount B)

If the result is negative, you have a refund. If the result is positive, you have a balance owing. Enter the amount below on whichever line applies.



Refund code 894 Refund

Balance owing

For information on how to enrol for direct deposit, go to canada.ca/cra-direct-deposit.

For information on how to make your payment, go to canada.ca/payments.

If the corporation is a Canadian-controlled private corporation throughout the tax year, does it qualify for the one-month extension of the date the balance of tax is due? 896 Yes No

If this return was prepared by a tax preparer for a fee, provide their:

EFILE number 920 R4532
Rep ID 925 A386701

Certification

Certification form with fields for name, position, signature, date, and contact information.

Language of correspondence - Langue de correspondance

Indicate your language of correspondence by entering 1 for English or 2 for French. Indiquez votre langue de correspondance en inscrivant 1 pour anglais ou 2 pour français. 990 1

**Balance Sheet Information**

- Use this schedule to report the corporation's balance sheet information.
- For more information, see Guide RC4088, General Index of Financial Information (GIFI) and T4012, T2 Corporation – Income Tax Guide.

Pickleball Ontario**Balance Sheet****As of June 30, 2024**

Assets	GIFI item	Current fiscal year	Previous fiscal year
Current assets			
Cash and deposits	1000		
Cash	1001	49,776	236,929
Accounts receivable	1060	43,750	2,296
Prepaid expenses	1484	75,269	51,340
Short-term investments	1180	127,260	
Total current assets	1599	296,055	290,565
Fixed assets			
Other assets			
Total assets	2599	296,055	290,565

Liabilities

Current Liabilities			
Amounts payable and accrued liabilities	2620	4,941	4,801
Deferred income	2770	217,499	191,512
Total current liabilities	3139	222,440	196,313
Long-term Liabilities			
Total liabilities	3499	222,440	196,313

Shareholder equity

Contributed capital			
Common shares	3500		
Retained earnings (deficit)	3600	73,615	94,252
Total shareholder equity	3620	73,615	94,252
Total liabilities and shareholder equity	3640	296,055	290,565

Retained earnings (deficit)

Opening balance	3660	94,252	63,989
Net income (loss)	3680	(20,637)	30,263
Closing balance	3849	73,615	94,252



Income Statement Information

Schedule 125

Code 1005

Protected B

when completed

- Use this schedule to report your corporation's income statement information.
- For more information, see Guide RC4088, General Index of Financial Information (GIFI) and T4012, T2 Corporation – Income Tax Guide.

Pickleball Ontario

Income statement

For the year ended June 30, 2024

0001	Operating name	0002	Description of the operation	0003**	Sequence number
		GIFI item	Current fiscal year	Previous fiscal year	
Income					
Sales					
	Sales of goods and services	8000			
	Total sales of goods and services	8089			
Other income					
	Membership fees	8221	158,340	94,228	
	Other revenue	8230	160,507	1,712	
	Investment revenue	8090	2,492		
	Total income	8299	321,339	95,940	
Cost of goods sold					
	Opening inventory	8300			
	Closing inventory	8500			
		8518			
	Gross profit (item 8089 minus item 8518)	8519			
Expenses					
	Advertising and promotion	8520		3,864	
	Interest and bank charges	8710	10,126	7,577	
	Delivery, freight and express	9275		66	
	Computer-related expenses	9150	10,796	12,207	
	Professional fees	8860	105,783	24,473	
	Office expenses	8810	19,143	3,702	
	Memberships	8761		3,000	
	Other expenses	9270	185,124	7,113	
	Travel expenses	9200	8,408	3,675	
	Insurance	8690	410		
	Rental	8910	2,186		
	Total operating expenses	9367	341,976	65,677	
	Total cost of good sold and expenses	9368	341,976	65,677	
	Net non-farming income (item 8299 minus item 9368)	9369	(20,637)	30,263	
	Net income (loss) for this operation	9970	(20,637)	30,263	
Other comprehensive income					
	Total other comprehensive income				
Extraordinary items					
	Current income taxes	9990			
	Deferred income taxes	9995			
	Net income (loss) before comprehensive income		(20,637)	30,263	
	Total other comprehensive income	9998			
	Net income (loss)	9999	(20,637)	30,263	



General Index of Financial Information (GIFI) – Additional Information

Schedule 141
Code 2101
Protected B
when completed

- Corporations need to complete all parts of this schedule that apply and include it with their T2 return along with their other GIFI schedules.
- For more information, see Guide RC4088, General Index of Financial Information (GIFI), and Guide T4012, T2 Corporation – Income Tax Guide.

Part 1 – Information on the person primarily involved with the financial information

Can you identify the person* specified in the heading of Part 1? **111** Yes No
 If you answered **no**, go to Part 2.

Does that person have a professional designation in accounting? **095** Yes No

Is that person connected** with the corporation? **097** Yes No

* A person primarily involved with the financial information is a person who has more than a 50% involvement in preparing the financial information that the T2 return is based on. For example, if three persons prepared the financial information by doing respectively 30%, 30%, and 40% of the work, answer **no** at line 111. If they did respectively 10%, 20%, and 70% of the work, answer **yes** at line 111 and complete Part 1 by referring only to the third person.

** A person connected with a corporation can be: (i) a shareholder of the corporation who owns more than 10% of the common shares; (ii) a director, an officer, or an employee of the corporation; or (iii) a person not dealing at arm's length with the corporation.

Part 2 – Type of involvement

Choose one or more of the following options that represent your involvement and that of the person referred to in Part 1:

Completed an auditor's report **300**

Completed a review engagement report **301**

Conducted a compilation engagement **302**

Provided accounting services **303**

Provided bookkeeping services **304**

Other (please specify) **305**

Part 3 – Reservations

If you selected option **300** or **301** in Part 2 above, answer the following question:

Has the person referred to in Part 1 expressed a reservation? **099** Yes No

Part 4 – Other information

Were notes to the financial statements prepared? **101** Yes No

Did the corporation have any subsequent events? **104** Yes No

Did the corporation re-evaluate its assets during the tax year? **105** Yes No

Did the corporation have any contingent liabilities during the tax year? **106** Yes No

Did the corporation have any commitments during the tax year? **107** Yes No

Does the corporation have investments in joint venture(s) or partnership(s)? **108** Yes No

Part 4 – Other information (continued)

Impairment and fair value changes

In any of the following assets, was an amount recognized in net income or other comprehensive income (OCI) as a result of an impairment loss in the tax year, a reversal of an impairment loss recognized in a previous tax year, or a change in fair value during the tax year?

200 Yes No

If **yes**, enter the amount recognized:

	In net income Increase (decrease)	In OCI Increase (decrease)
Property, plant, and equipment	210	211
Intangible assets	215	216
Investment property	220	
Biological assets	225	
Financial instruments	230	231
Other	235	236

Financial instruments

Did the corporation derecognize any financial instrument(s) during the tax year (other than trade receivables)?.....

250 Yes No

Did the corporation apply hedge accounting during the tax year?

255 Yes No

Did the corporation discontinue hedge accounting during the tax year?.....

260 Yes No

Adjustments to opening equity

Was an amount included in the opening balance of retained earnings or equity, in order to correct an error, to recognize a change in accounting policy, or to adopt a new accounting standard in the current tax year?

265 Yes No

If **yes**, you have to maintain a separate reconciliation.

Part 5 – Information on the person who prepared the T2 return

If the person who prepared the T2 return has a professional designation in accounting but is not the person identified in Part 1, choose all of the following options that apply:

- Prepared the T2 return and the financial information contained therein **310**
- The client provided the financial statements **311**
- The client provided a trial balance **312**
- The client provided a general ledger **313**
- Other (please specify) **314** _____



Net Income (Loss) for Income Tax Purposes

- Use this schedule to reconcile the corporation's net income (loss) as reported on the financial statements and its net income (loss) for tax purposes. For more information, see the T2 Corporation – Income Tax Guide.
- All legislative references are to the Income Tax Act.

Net income (loss) after taxes and extraordinary items from line 9999 of Schedule 125 (20,637) A 30,263
Previous Fiscal Year

Add:
 Amount D 199 20,637
Total (lines 101 to 199) 500 20,637 ▶ 20,637 _____

Amount A plus line 500 B 30,263

Deduct:
 Amount E 499 30,263
Total (lines 401 to 499) 510 30,263 ▶ _____ 30,263

Net income (loss) for income tax purposes (amount B minus line 510)..... C _____
 Enter amount C on line 300 on page 3 of the T2 return.

Add:
Other additions:

1 Description	2 Amount		
605			
non-profit	20,637		
Total of column 2	<u>20,637</u>	▶ 296	<u>20,637</u> _____

Total of lines 201 to 249 and line 296 20,637 D _____
 Enter amount D on line 199 on page 1.

Deduct:
Other deductions:

1 Description	2 Amount		
705			
non-profit			
Total of column 2		▶ 396	<u>30,263</u> _____

Total of lines 300 to 345 and line 396 E 30,263 _____
 Enter amount E at line 499



Shareholder Information

Schedule 50
Code 0602
Protected B
when completed

- All private corporations must complete this schedule for any shareholder who holds 10% or more of the corporation's common and/or preferred shares.
- Provide only one number (business number, partnership account number, social insurance number or trust number) per shareholder.

Name of shareholder (after name, indicate in brackets if the shareholder is a corporation, partnership, individual, or trust)	Business number (9 digits, 2 letters, and 4 digits. If not registered, enter "NR")	Partnership account number (9 digits, 2 letters, and 4 digits. If not registered, enter "NR")	Social insurance number (9 digits)	Trust number (T followed by 8 digits)	Percentage common shares	Percentage preferred shares
1. Pickleball Association of Ontario	100	200	300	350	400	500
	828947515 RC0001	RZ		T	100.000	

T2 Summary for Pickleball Ontario

Identification

Taxation year end: 2 | 0 | 2 | 4 | 0 | 6 | 3 | 0 | 275 Gary Ave Email
Business Number : 828947515 RC0001 Lasalle O | N Phone (416) 729-9332
N | 9 | J | 1 | V | 3 Website:

Tax and credits (Effective corporate tax rate: %) (Effective corporate tax rate (Part I tax): %) 

Taxable income

Taxable income **360**
Part I Tax
Subtotal
Part I tax payable

Summary of Tax and Credits

Total federal tax
Provincial or territorial jurisdiction **750** ON
Total tax payable **770**
Total credits **890**
Bal. owing (refund) in T2 return

Pickleball Ontario

Year End: June 30, 2024

Trial balance for Client (AJE's)

Account	Prelim	Adj's	Adj	Adj 06/23
1000 BMO 397	46,246.26	0.00	46,246.26	236,928.91
1003 Current Acct Championship 1543	3,529.73	0.00	3,529.73	0.00
1104 Money Market	125,000.00	0.00	125,000.00	0.00
1150 Accounts Receivable (A/R)	43,750.00	0.00	43,750.00	2,296.39
1151 Miscellaneous Receivable	2,260.00	0.00	2,260.00	0.00
2202 Accrued Liabilities	-5,000.00	0.00	-5,000.00	-4,800.00
2204 BMO MASTER CARD	61.49	0.00	61.49	0.00
2450 Scholarship Fund	-5,000.00	0.00	-5,000.00	0.00
2700 Deferred Membership Fees	-89,438.42	0.00	-89,438.42	-71,333.36
2750 Deferred Revenue Ontario Champic	39,708.53	0.00	39,708.53	-61,394.33
2800 Deferred sponsorships	-87,500.00	0.00	-87,500.00	-7,444.55
3000 Opening Balance Equity	-19,013.33	0.00	-19,013.33	-19,013.33
3001 Retained Earnings	-75,239.73	0.00	-75,239.73	-44,974.56
4003 Interest earned	-2,492.24	0.00	-2,492.24	0.00
4005 Non-Profit Income:Membership Fee	-158,339.86	0.00	-158,339.86	-94,228.47
4006 Non-Profit Income:Tournament Rev	-155,865.00	0.00	-155,865.00	0.00
4007 Sales	0.00	0.00	0.00	-1,712.01
4025 50/50 Draw	-4,642.02	0.00	-4,642.02	0.00
5001 Advertising/Promotional	16,129.61	0.00	16,129.61	2,033.40
5002 Advertising/Promotional:Referee Bu	0.00	0.00	0.00	1,830.60
5004 Awards Program	529.25	0.00	529.25	613.19
5006 Bank charges	1,230.53	0.00	1,230.53	267.51
5007 Courier and Postage	0.00	0.00	0.00	65.50
5009 Grassroots Program	13,050.00	0.00	13,050.00	6,500.00
5010 Insurance	410.00	0.00	410.00	0.00
5011 IT Costs	0.00	0.00	0.00	3,071.48
5013 IT Costs:Web Portal	10,796.42	0.00	10,796.42	9,135.11
5014 Accounting fees	7,262.50	0.00	7,262.50	6,057.13
5016 Accommodations/Meals/entertainme	8,407.56	0.00	8,407.56	472.44
5017 Member Services	0.00	0.00	0.00	3,000.00
5018 Miscellaneous	385.03	0.00	385.03	887.46
5019 Office expenses	1,796.79	0.00	1,796.79	965.76
5021 PCO Transfer Fees	8,895.39	0.00	8,895.39	7,309.48
5022 Business Cards	0.00	0.00	0.00	55.37
5024 Tournament Expense	0.00	0.00	0.00	112.70
5026 Travel	6,838.43	0.00	6,838.43	3,202.60
5028 Meeting Expenses	8,024.69	0.00	8,024.69	0.00
5029 Club Suport	0.00	0.00	0.00	500.00
5030 Accounting fees:Legal	98,520.57	0.00	98,520.57	18,415.86
5040 Office expenses:Quick Books Exper	831.68	0.00	831.68	827.16
5051 Licenses dues and fees	4,939.82	0.00	4,939.82	0.00
5052 Ontario Championship Costs:Transf	5,356.28	0.00	5,356.28	0.00
5054 Ontario Championship Costs:Paddl	3,070.54	0.00	3,070.54	0.00
5058 Ontario Championship Costs:Rent c	32,353.45	0.00	32,353.45	0.00
5060 Ontario Championship Costs:MEDA	11,519.86	0.00	11,519.86	0.00
5061 Ontario Championship Costs:Travel	6,266.78	0.00	6,266.78	0.00
5062 Ontario Championship Costs:Advert	808.00	0.00	808.00	0.00
5063 Ontario Championship Costs:Banne	431.26	0.00	431.26	0.00

04/10/2024

11:22 AM

DFC2

Pickleball Ontario

Year End: June 30, 2024

Trial balance for Client (AJE's)

Account	Prelim	Adj's	Adj	Adj 06/23
5065 Ontario Championship Costs:Two B	51,466.24	0.00	51,466.24	0.00
5069 Ontario Championship Costs:Refere	4,300.00	0.00	4,300.00	0.00
5070 Ontario Championship Costs:Tourn:	36,167.91	0.00	36,167.91	0.00
5080 Rent or Lease of Buildings	2,186.00	0.00	2,186.00	352.56
	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Net Income (Loss)	-20,635.47		-20,635.47	30,265.17

October 3, 2024

Board of Directors
Pickleball Ontario
275 Gary Ave
Lasalle, ON N9J 1V3

Dear Sirs/Mesdames:

We have been engaged to review the financial statements of Pickleball Ontario (the "Organization") for the year ended June 30, 2024.

The purpose of this letter is to communicate with you regarding all relationships between the Organization and MNP LLP and/or its affiliates (collectively, "MNP") that, in our professional judgement, may reasonably be thought to bear on our independence. In determining which relationships to report, we considered the relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:

- (a) Holding a financial interest, either directly or indirectly, in a client;
- (b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client or a related entity;
- (c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client or a related entity;
- (d) Economic dependence on a client; and
- (e) Provision of non-assurance services in addition to the review engagement.

We are not aware of any relationship between the Organization and MNP that, in our professional judgment, may reasonably be thought to bear on our independence, which have occurred from July 1, 2023 to October 3, 2024.

We hereby confirm that MNP is independent with respect to the Organization within the meaning of the the Code of Professional Conduct of the Chartered Professional Accountants of Ontario as of October 3, 2024.

This report is intended solely for the use of Board of Directors, management and others within the Organization and should not be used for any other purposes.

We will be prepared to answer any questions you may have regarding our independence as well as other matters.

Sincerely,



**Chartered Professional Accountants
Licensed Public Accountants**

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Pickleball Ontario

2024 Review Findings

Report to the Board of Directors

June 30, 2024

Ray Mile, CPA
T: 519-286-1817
E: ray.mile@mnp.ca



Wherever business takes you

MNP.ca

Members of the Board of Directors of Pickleball Ontario

Dear Sirs/Mesdames:

We are pleased to submit to you this report for discussion of our review of the financial statements of Pickleball Ontario (the "Organization") as at June 30, 2024 and for the year then ended. In this report, we cover those significant matters which, in our opinion, you should be aware of as members of the Board of Directors. A draft of our Independent Practitioner's Review Engagement Report, which will provide an unmodified conclusion, is attached at the end of this report.

The matters raised in this and other reports that will flow from the review are only those which have come to our attention arising from, or relevant to, our review that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising.

This report has been prepared solely for your use; it is not intended for use by a third party and should not be quoted in whole or in part without our prior written consent.

We would like to take this opportunity to formally acknowledge the excellent cooperation and assistance we received from the management of the Organization.

We appreciate having the opportunity to meet with you and respond to any questions you may have about our review, and to discuss any other matters that may be of interest to you.

Sincerely,



Chartered Professional Accountants
Licensed Public Accountants

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The Review

Our Responsibility for this Review



Our responsibility is to express a conclusion regarding the preparation of the entity's financial statements based on our review. We conducted this review in accordance with CSRE 2400 *Engagements to Review Historical Financial Statements*.

A review of financial statements is a limited assurance engagement. A review consists primarily of inquiry and analytical procedures to obtain sufficient appropriate evidence as the basis for our conclusion on the financial statements, which require us to comply with relevant ethical requirements. The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit. Accordingly, we do not express an audit opinion on the financial statements.

Management's Responsibility for the Financial Statements



Management has provided us with written representations, acknowledging, among other things, their responsibility for the implementation and maintenance of appropriate reporting systems and controls, including those designed to detect and prevent fraud, and to ensure the appropriateness of the amounts recorded in the accounting records, and the amounts and disclosures in the financial statements. Management is responsible for the preparation and fair presentation of these 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.

Conclusion





We have satisfactorily completed our review and are prepared to sign our Independent Practitioner's Review Engagement Report after the Board of Director's review and approval of the financial statements.




A draft of our Independent Practitioner's Review Engagement Report, which will provide an unmodified conclusion, is attached at the end of this report.

Independence

We confirm to the Board of Directors that we are independent of the Organization.

Significant Review, Accounting and Reporting Matters

Area	Comments
 Final Materiality	<p>Misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users based on the financial statements.</p> <p>Final materiality calculated and used to assess the significance of misstatements or omissions identified during the review was \$15,000.</p>
 Difficulties Encountered	<p>No significant limitations placed on the scope or timing of our review.</p>
 Identified or Suspected Fraud	<p>While our review cannot be relied upon to detect all instances of fraud, no incidents of fraud, or suspected fraud, came to our attention in the course of our review.</p>
 Identified or Suspected Non-Compliance with Laws and Regulations	<p>HST Considerations</p> <p>Supplies of memberships may be considered HST taxable or exempt depending on the benefits that members are entitled to receive, regardless of whether they use those benefits.</p> <p>Among the member benefits listed on PAO's website are 1) PAO Club Insurance and 2) the right to participate in certain club activities.</p> <p>CRA specifically points to these two elements as significant direct benefits of a membership in a ruling with a similar fact pattern to PAO (RITS 181617 attached). In other words, if a membership conveys these benefits, the fees are more likely subject to GST/HST.</p> <p>Currently Pickleball Canada does not remit or charge HST on membership fees to members, nor does PAO who receives membership fees on flow through from Pickleball Canada.</p> <p>The membership revenue in PAO in fiscal 2024 has exceeded the \$50,000 limit requiring HST registration for not-for-profit organizations during the year.</p>

Area	Comments
	<p>Accordingly, we believe there is a risk that the Canada Revenue Agency may take the view that PAO should be registered for HST.</p>
 <p>Practitioner’s Views of Significant Accounting Practices, Accounting Policies and Accounting Estimates</p>	<p>The application of Canadian accounting standards for not-for-profit organizations allows and requires the Organization to make accounting estimates and judgments regarding accounting policies and financial statement disclosures.</p> <p>We are uniquely positioned to provide open and objective feedback regarding your Organization’s accounting practices and have noted the following items during the course of our review that we wish to bring to your attention.</p> <p>The accounting policies used by the Organization are appropriate and have been consistently applied.</p>
 <p>Financial Statement Disclosures</p>	<p>The disclosures made in the notes to the financial statements appear clear, neutral and consistent with our understanding of the entity and the amounts presented in the financial statements.</p>
 <p>Significant Differences</p>	<p>A few uncorrected differences were proposed to management with respect to the June 30, 2024 financial statements and were discussed with management. These differences are not material to the financial statements.</p>

October 3, 2024

Board of Directors
Pickleball Ontario
275 Gary Ave
Lasalle, ON N9J 1V3

Dear Sirs/Mesdames:

We have been engaged to review the financial statements of Pickleball Ontario (the "Organization") for the year ended June 30, 2024.

The purpose of this letter is to communicate with you regarding all relationships between the Organization and MNP LLP and/or its affiliates (collectively, "MNP") that, in our professional judgement, may reasonably be thought to bear on our independence. In determining which relationships to report, we considered the relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:

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- (d) Economic dependence on a client; and
- (e) Provision of non-assurance services in addition to the review engagement.

We are not aware of any relationship between the Organization and MNP that, in our professional judgment, may reasonably be thought to bear on our independence, which have occurred from July 1, 2023 to October 3, 2024.

We hereby confirm that MNP is independent with respect to the Organization within the meaning of the the Code of Professional Conduct of the Chartered Professional Accountants of Ontario as of October 3, 2024.

This report is intended solely for the use of Board of Directors, management and others within the Organization and should not be used for any other purposes.

We will be prepared to answer any questions you may have regarding our independence as well as other matters.

Sincerely,



**Chartered Professional Accountants
Licensed Public Accountants**

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And proud of it!

At MNP we're proud to be the national accounting, consulting and tax firm that is 100% Made in Canada.

Our history defines who we are and our approach to business. Being a Canadian firm has helped shape our values, our collaborative approach, and the way we work with our clients, engaging them every step of the way.

We have a unique perspective. Our decisions are made here – decisions that drive Canadian business and help us all achieve success — and we know the impact that our choices have on the cities and towns we call home.

Throughout our six decades of work, we've seen our communities are more than just a place we do business in. They're a place where our families live, play, and thrive, and we work to make them the best places they can be.

Being 100% Canadian is something we wear proudly. This country provides us with great opportunities, and we're here to help our clients seize the opportunities so we can create a brighter future for the generations to come.



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Marketing & Risk Management Committee Report

Presented by: Junior Bent

I. Overview of Marketing and Risk Management Report

Pickleball Ontario is focused on enhancing visibility, engagement, and partnerships. With the fastest-growing sport in Canada, our efforts aimed to position Pickleball Ontario as a leader in promoting and expanding the sport across all age groups and skill levels in the province.

Key components included:

- Strategic partnerships with sponsors, schools, and municipalities.
- Grassroots initiatives to grow youth participation.
- Implementation of risk management strategies
- Leveraging digital and social media platforms for broader outreach.

II. Accomplishments and Highlights

1. Partnerships and Initiatives

- **Elementary School Initiative:** Secured negotiations with major sponsors to provide paddles, balls, and nets to all 72 elementary school districts in Ontario, marking the first phase of a long-term growth strategy.
- 1.4 million kids participate in elementary school in Ontario
 - 72 district school boards across four school systems: English Public, English Catholic, French Public and French Catholic.
 - Provide 10% (390) of the 3900 elementary schools with the opportunity to be introduced to Pickleball.
 - equipment will be housed/located at each of the 72 district school boards resource centres.
 - Schools within each district will sign out equipment and return it after its use. This program started last year and was rolled out successfully in several cities this year.
 - Ex:<https://www.nearnorthschools.ca/blog/pickleball-ontario-donates-instructional-package-to-nndsb/37460/>
- **Ontario Parks Partnership:** Collaborated with Ontario Parks to construct a 12-court venue at Bronte Creek Provincial Park, setting a model for future venues across the province.
- Exclusive offers available for all Pickleball Ontario members pending ministry approval.

2. Revenue and Sponsorship Growth

- Achieved **unprecedented sponsorship revenue and in-kind donations** in 2024 enabling new initiatives and reducing financial burdens.

3. **Municipal Engagement**

- Established key relationships with municipalities to leverage provincial grants for venue construction and renovations, ensuring continued access to high-quality facilities.

4. **Youth and School Development**

- Launched initiatives targeting youth, with plans to expand into secondary and post-secondary institutions in future phases.
- Provided equipment (balls, paddles, nets) to school boards at Championship Series cities

5. **Pickleball Inc. Relationship**

- Strengthened ties with the **Professional Pickleball Association (PPA) and Minor League Pickleball (MLP)** to promote high-level play and inspire athletes in Ontario. PPA will hold a tournament in Toronto in 2025.
- We continue to meet with executives of several subsidiary companies to deepen our existing relationships.

6. **CPR and AED Training**

- Delivered **free CPR and AED training** to members across Ontario, strategically aligned with Championship Series cities.
- Enhanced member safety and emergency preparedness while demonstrating Pickleball Ontario's commitment to health and well-being on and off the court.

7. **Website**

- The new website (pickleballontario.org) is complete. We are currently working with Trackie and Pickleball Canada to ensure Pickleball Ontario's brand is consistent throughout the member renewal and registration process.
 - The new website will be interactive and easy to navigate while providing additional resources to member clubs and individual members.
-

III. Challenges and Mitigation

1. **Conflict Resolution Policy**

- Addressed an increasing trend of complaints escalated to the provincial level. New policy ensures conflicts are resolved at the club level first, minimizing organizational strain and financial loss.
- Completed an 18-month review of the current NSO insurance program with required and recommended updates to coverage. Two options have been reviewed at length:
 - Pickleball Ontario maintains its own insurance program.
 - Continues to participate in the Pickleball Canada insurance program.
 - Collaboration with Pickleball Canada is paramount as both organizations work to strengthen coverage while meeting the needs of Pickleball Ontario members.

2. **Youth Engagement Barriers**

- Recognized a gap in youth participation due to limited school access. The elementary school initiative is designed to bridge this gap, ensuring every child has the opportunity to try pickleball.
-

V. Future Plans and Recommendations

1. **Expand Partnerships**

- Finalize phase two of the school initiative to include secondary and post-secondary institutions.
- Broaden collaborations with municipalities and Ontario Parks for new court constructions.

2. **Enhance Youth Programs**

- Create a youth ambassador program to foster leadership and promote pickleball among peers.

3. **Strengthen Club Resources**

- Ongoing negotiations with major partner to provide revenue stream for our member clubs

4. **Boost Marketing Efforts**

- Explore targeted ads on platforms like Google and Instagram to reach untapped demographics.
-

VI. Conclusion

2024 was a transformative year for Pickleball Ontario, marked by remarkable growth in visibility, sponsorship, and grassroots engagement. With a solid foundation and ambitious plans for 2025, the organization is well-positioned to lead the charge in making pickleball the sport of choice for Ontarians of all ages.



Club Relations and Membership Report 2024

This past year has seen a continued growth in the number of Member Clubs with Pickleball Ontario. Since the last AGM we have brought onboard 17 new Member Clubs and currently sit at 77 Member Clubs affiliated with Pickleball Ontario.

A revised process for bring new member clubs onboard has sped up the process but also ensures that the new clubs understand the criteria and are able to comply with it prior to signing the Member Club agreements. We have developed a new streamlined process for Club Membership On-boarding and have used the DocuSign program to facilitate signing of Member Club agreements and notification to Pickleball Canada (PCO) and Pickleball Ontario (PO).

Each new member club we bring onboard is given a specific learning session on the Pickleball Canada National System (PCNS) to familiarize their group as to how to set up their specific club site. They are able to set up their own webpage, membership system and a number of other webpages for things such as lessons, meetings, tournaments, sales etc. Information from earlier webinar sessions has been put on Pickleball Ontario website as a follow up resource for our Member Clubs as well as an extensive web-based resource developed by Trackie for our Member Clubs to access. This system is a very powerful tool and we continue to provide support for users and educational updates as new modules are added to the system.

Inquiries via email for new Club Membership are received and need to be dealt with in a timely manner. I continue to address inquiries and questions re: Club Membership, this is an ongoing weekly activity, answering emails and telephone conversations with potential new member club contacts. Providing ongoing resource support and responding to inquiries from our member clubs for their use of PCNS is a large part of my portfolio.

I am a member of the Pickleball Canada Key Contacts Committee PCNS, (this is a group of representatives from all the PTSO's), we meet 3x/year virtually, regarding the system, topics include: what's new, information sharing, how to support to fellow committee members and our own club members. We continue to provide feedback to Trackie on items that need attention within the system and any new suggestions to streamline the use of PCNS system. One of the items coming from this group was to change the rollover date from October 1st to September 1st – meaning that new or expired returning members would receive membership until Dec 31 of the following year (16months). Current members would continue to receive the 12-month membership. This had some advantages for groups starting up in the fall but it did require some additional communication to our clubs and our membership.

Recently I was able to attend the **Pickleball Ontario Championship Series Finals held this year in Toronto Ontario** – this was a great opportunity to meet our club representatives, the players throughout this expansive province of ours and the other board members. It provided an opportunity to network with clubs, players, board members and some of our sponsors as well.

In closing I have enjoyed this past year with Pickleball Ontario and the opportunity to work with our Member Clubs (both new and old). Looking forward to the next year I will continue with additional activities to benefit Pickleball Ontario as we move forward and continue to **grow our game** over the next 12 months.

Respectfully - Suzanne Penner, Director of Clubs



Tournament Committee Report 2024

Pickleball Ontario continued its Champion Series Tournaments in 2024 with the support of canfitpro as a major sponsor. The tournament committee decided on eight (8) tournaments at various locations throughout the province. The winners of each of the divisions in these tournaments would receive an invitation from canfitpro to enter the Championship Final to be held at the Metro Toronto Convention Centre as part of canfitpro's event. Entry fees would be covered by canfitpro for the participants.

United Pickleball Inc. also invited fourteen (14) teams from the provincial champions to enter the largest pickleball event held, Lapiplasty Pickleball World Championships in Dallas in November. There were over 3 500 players registered in several different categories and about 81 courts for the 11-day event.

PO had 12 players who enter this tournament and were very competitive. Samaayra and Aayra Gupta from Mississauga won gold in the Championship Women's Doubles 8-34 and Tyler Goldsack and Ramen Ghazavi from London won the bronze in the Men's Doubles 8-34. Again, the Ontario Team was provided entry fees by canfitpro.

The Dallas event was a great opportunity to connect with sponsors, both current and potential, as well as high level players and people from all parts of the USA. Junior and I had an opportunity to attend the Business Form where we heard from different people involved in promoting pickleball and were able to talk with several people about their visions for the sport.

For the PO tournaments, the committee engaged Absolute XM Events & Management Inc. to facilitate the setup of events as well as working with the committee to provide the necessary signage, event enhancement and logistics involving each site. PO utilized Swish Tournament for the handling of registration and the logistics of the tournament itself. PO also embraced the DUPR rating system which was felt to be on the verge of being the rating system most commonly used.

Despite the learning curve, both Swish and Dupr were accepted by the majority of the players. The plan is to move forward with these programs.

The committee identified 8 sites to hold tournaments and created a schedule. These tournaments were marketed to the membership through various means including billboards in key places, radio spots, social media and mass emails. The promotion of the tournaments at the beginning was unfortunately hampered by the sending of negative emails, suggesting that the members not support the tournaments as well as negative postings on social media (Facebook)

by some of the membership who seemed to want to undermine all the work being done by PO whether for their own benefit or other negative reasons.

Despite this, the tournament continued to work on providing tournaments for its members. The tournament committee realizes that improvements can always be made and has already decided on a few for the upcoming series. The members of the committee and PO board received many positive comments from players on the tournaments, the choices mad to used Swish and DUPR and the work done by Absolute XM .

Date	City	Site	# Divisions	# entries	# teams	# singles	
May 10-12	Ottawa	Carleton	Cancelled				
May 17-19	Milton	Velodrome (inside)	9	99	46	7	
May 31-June 2	Midland	Municipal Park (outside)	15	133	62	9	Rain caused delays
June 8-9	Oshawa	Durham College	cancelled				
June 28-30	Welland	SportsPlex (outside)	3-rain on 30th cancelled	48	24		Poor weather Sat.
July 5-7	North Bay	Nipissing Univ.	10	149	68	13	
July 12-14	Tecumseh	Park (outside)	5	53	24	5	Very hot
July 26-July 28	Waterloo	Rim Park (inside)	14	53	24	5	
Aug 8 - 10	Toronto	Metro Convention Centre (inside)	23	241	109	23	

The first event in Ottawa was cancelled due to a lack of entries which, in part, was a result of negative comments spread by some members. The committee attempted to add another venue in the East region (Kingston) but again there was a lack of entries. The East Region seemed to be the most affected by the negative comments.

The committee found that although the outdoor venues were excellent, the weather presented a problem and much uncertainty for both players and organizers. There was rain in Midland but the town and staff were very helpful in preparing the courts. Predicted storms for Welland cause many cancellations and no divisions on the Sunday. Also, it was very hot on the Friday which slowed things down. Heat also causes some issues in Tecumseh.

In general, the players were very understanding and helpful and many commented on how they enjoyed the tournaments. Due to the number of sponsors, there were many giveaways at each event.

Going forward, the tournament committee will be reviewing the many aspects of the series to ensure improvement and the best experience for the players. The committee is always open to suggestions from its members and players.

Submitted by

Gail Prior
Tournament Director



2024-25 Directors

(minimum 6 – maximum 9 directors)

The Pickleball Ontario Board of Directors

Name	Term Ending	Status
Daphne Reid	2027	1 st year – 2 nd term
Ron Klayman	2025	3 rd year – 1 st term
Suzanne Penner	2025	3 rd year -1 st term
Kitty Chow	2026	2 nd year – 1 st term
Junior Bent	2025	3 rd year – 2 nd term

The PAO Board has four (4) open positions.

The following were appointed by the board to replace five (5) directors who had left before the end of their term. They are to be confirmed at the 2024 AGM.

Sarah Anantharajan (appointed to complete term)	2026	Confirmation 2 nd year -1 st term
Tarun Saroya (appointed to complete term)	2026	Confirmation 2 nd year -1 st term

The following three (3) persons were nominated to the position of Director.

Nischal Anand Singh	2027	1 st year 1 st term
Christine Kelly	2027	1 st year 1 st term
Catherine Cote	2027	1 st year 1 st term

There are 4 positions to be filled from the 5 presented



Resumes

Tarun Saroya

Toronto, ON

A dependable and highly energetic professional with extensive experience at all levels of government. Proven track record in leading complex, multi-site, large projects with a strategic, communications and stakeholder engagement focus. Skilled in policy development and public relations. Technology enthusiast with a deep understanding of current social media platforms, strategies and trends.

Work Experience

Senior Advisor, Government Relations & Advocacy, Corporate & Public Affairs

Ontario Medical Association - Toronto, ON

December 2022 to Present

- Served as the main liaison between the OMA, its members (Ontario's Doctors) and the Government.
- Provided the Government with tangible solutions to major health-care challenges affecting the entire province. As a direct result, major transformations have been made.
- Worked collaboratively with the Board of Directors, CEO and President to host over 50 Cabinet Minister/MPP meetings. As a result, the relationship between key decision makers and the OMA ahead of the Physician Service Agreement negotiations is stronger than it has been in recent history.
- Provided daily briefings to the OMA's: CEO, President, internal staff as well as external stakeholders.
- Positioned executives, doctors and public affairs staff as knowledgeable, transparent and dependable resources in the sector.
- Served as the OMA's project manager for the organization's key advocacy documents: the Prescription for Ontario, the Prescription Progress Report 2023 and Rx Solutions 2023.
- Responsible for multiple communications products such as: social media content, OMA.org (and other digital advocacy tools), briefing notes, newsletters and OMA News.

Senior Policy Advisor, Director of Public Appointments, Tour and MPP

Relations

Government of Ontario, Ministry of Seniors and Accessibility - Toronto, ON

June 2018 to December 2022

- Recruited directly by the Premier's Office to assist the Minister for Seniors and accessibility at a critical point before the Pandemic to manage the day-to-day operations of the \$400M+ portfolio.
- Developed issues notes and crisis management responses for the Ministry and created emergency policies to adapt to COVID-19 in order to protect Ontario's vulnerable senior population. MSAA is responsible for all of the province's registered retirement homes.

- Responsible for planning, approving and executing: Ontario's Seniors Strategy; amendments to the Retirement Home Act (RHA); numerous provincial grants including: the Senior's Community Grant, Inclusive Community Grant, Senior Active Living Centre funding, Enabling Change Program and Infection Prevention & Control (IPAC) funding.
- Worked collaboratively at the highest level with the Ministry of Health, the Premier and industry stakeholders to create and roll out Ontario's Seniors Dental Program - which was designed to provide dental care to over 60,000 low-income seniors.
- Simultaneously held multiple roles; including the position of Director of Public Appointments which involved recruiting and processing and processing provincial appointments including the Chair of the Board for the Retirement Home Regulatory Authority (RHRA) and 15 members including the Chair of the Board of the Accessibility Standards Advisory Committee (ASAC).
- Championed special projects and partnerships that aimed at tackling real life problems that Seniors are up against. Including programs that aim to defeat: social isolation, mental health, physical abuse, Alzheimer's Disease, accessibility, language barriers and fraud.
- Worked in partnership with the Ministry of Finance to create the 'Senior's Home Renovation Tax Credit' which is available to all seniors.

Director of Operations, Press Secretary & Stakeholder Relations

Legislative Assembly of Ontario - Toronto, ON

2014 to 2018

- Responsible for the day-to-day operations of the Leader of Ontario's Progressive Conservative Party; before and during the 2018 Provincial Election. Approved, planned and executed all aspects of operations for the Leader of the Party and Members of Provincial Parliament.
- Accountable for all events outside of Queens Park including: Stakeholder Roundtables, Media Availabilities, Townhalls, Public BBQs, Photo-Ops, Business Tours and Special Projects.
- Delegated the task of approving or declining requests from media and other stakeholders to interact with the leader. Briefed and trained numerous Officials on issues and crisis management.
- Worked with all levels of Staff to ensure communication products and briefings for Elected Officials were high quality and on message.

Special Advisor to Member of Parliament

House of Commons - Ottawa, ON

2012 to 2014

Executive Assistant to Member of Parliament

House of Commons

2011 to 2012

Education

BBA in Management

University of Toronto - Toronto, ON

2006 to 2010

Skills

- Social media management
- Communication skills
- Writing skills
- Adobe Photoshop
- Project management
- Leadership
- SEO
- Time management

Awards

Ontario PC Party - Most Outstanding Campaign Manager

January 2023

- Hand selected and presented this prestigious award by Premier Ford in recognition of results achieved during the 2022 provincial election.
-

Sarah Anantharajan

Performance focused professional with excellent communication and hands-on experience with client management, business analysis and process improvement.

ABOUT ME

Experienced in delivering superior client services, while focusing on team goals and the organization's strategic priorities; complemented with the proven ability to work effectively under pressure to meet deadlines and produce consistent results through the development of sound execution plans, optimizing performance.

Armed with an eye for detail, outstanding client experience and conflict resolution capabilities. Technically proficient with Microsoft Office Suite with exposure to VBA, Python, C++, and CAD.

SKILLS

Client/Stakeholder Management
Continuous Process Improvements
Management & Financial Reporting

EDUCATION

Lean Six Sigma Green Belt
IASSC

Chartered Financial Analyst - Level 1
CFA Institute

Certified Scrum Master
Scrum Alliance

Foundation Certificate in Business
Analysis
British Computer Society - The Chartered
Institute for IT

Bachelor of Commerce
University of Ontario Institute of Technology

EXPERIENCE

SPECIALIST, TECHNOLOGY INVESTMENT PORTFOLIO & RESULTS DELIVERY

Corporate Strategy, Strategy & Operations, BMO, Toronto, 2022 - Present

Worked at the intersection of business groups, corporate functions, technology teams and finance to optimize the allocation of technology investments across the enterprise. Monitored the progress and benefits of key strategic priorities through consistent and accurate reporting.

Achievement: Quarterly Spotlight Award Recipient (November 2022, March 2023)

STRATEGY & OPERATIONS ANALYST

Office of the COO, Strategy & Operations, BMO, Toronto, 2020 - 2022

Partnered with several client groups to create artifacts to inform, advise and successfully engage stakeholders, bringing them along through effective framing / storytelling with a bias for action. Worked to gain an understanding of various business dimensions / interdependencies and applied critical thinking to proactively identify key issues/problems, offering solutions and effective risk mitigation.

Achievement: Quarterly Spotlight Award Recipient (March & November 2021)

PROGRAM & PROJECT COORDINATOR

Office of the COO, Strategy & Operations, BMO, Toronto, 2018 - 2019

Worked on the bank's primary productivity portfolio and performed due diligence on strategic initiatives. Supported in the creation of Project Funding Proposals & PM artifacts and the development of best-practices around program updates to senior leaders. Performed project planning, QA controls, RAID management for the program.

Achievement: Annual Being BMO Award Recipient (2019)

IT CONSULTANT / BUSINESS ANALYST

Sparks Ablaze Consulting, Toronto, 2016 - 2017 (several short-term contracts)

Worked with financial and data services clients on project and portfolio management initiatives that included consulting for tools such as CA PPM (formerly CA Clarity). Established and organized workshops with business stakeholders to provide training on new software/tool functionality.

RETAIL ASSOCIATE

The Hudson Bay Company - Flagship Queen St. Location, Toronto, 2015

Provided superior service to all customers ensuring a positive in-store experience, building client loyalty. Worked various special vendor and line launch events held in store. Kept the store organized and reported suspicious behavior to loss prevention team.

COLLECTIONS OFFICER

Global Credit & Collections Inc., Markham 2014

Worked at 3rd party collections agency's call center. Partnered with debtors to determine the best solution for the specific situation and created payment plans as required. Maintained their confidentiality and used discretion while leaving messages when required.

Nischal Anand Singh

+1 647-459-7999 (M) • nischal81@gmail.com

Professional Summary

Motivated, ambitious and results driven management education professional with an extensive post-MBA managerial experience of 20 plus years in the field of leadership, strategy, sales, business development, marketing, communications, human resources, relationship management, account management, partner engagement and operations across multiple industries ranging from education, financial services, retail, IT & telecommunications and media.

Professional Highlights

- ◆ Teach business, sales, leadership, marketing, economics and entrepreneurship courses at prestigious Universities and Colleges across North America namely University of Toronto, Conestoga College, Hanson College and Fleming College
- ◆ Involved in Case Study preparation as a part of the prestigious Open Access Case Teaching Journal (OACTJ) at Conestoga College and selected to represent the college at the prestigious NACRA '24 and ASAC '24 case conference(s)
- ◆ Generated more than CAD 12 million of mortgage business in '24 till date across GTA.
- ◆ Responsible for international business development across South Asia, North America, Middle East, Europe and Asia Pacific with global revenue generation responsibility of CAD 20 million per annum for 2018
- ◆ Worked as a “trusted advisor” to C-suite and mid-level management of clients like Accenture, Deloitte, KPMG, PwC, CGI, PepsiCo, Dell, Hewlett Packard, Vodafone, Suzuki and Ranbaxy Laboratories across functions and geographies.
- ◆ Hired, trained, coached and mentored high performing sales and customer service teams ranging between 5 to 30 individuals belonging to different backgrounds, cultures, geographies and functions.

Relevant Sports Administration Experience

Team Owner, NAS Hurricanes Cricket Club, Brampton Cricket League / Mississauga Cricket League, GTA

2022 – Till Date

- ◆ Own, manage and operate 3 cricket club(s) consisting of 45 players belonging to various skill levels, cultural background and varied age range
- ◆ Handle the training, registration and operational aspect of the team from a league standpoint for the entire cricket season lasting around 6 months in a year
- ◆ Responsible for arranging sponsorships for the team for the entire season
- ◆ Co - ordination with the leagues with regards to player registration, season schedule, availability, etc
- ◆ Manage the team training schedule, social media engagement and offer player mentorship support as and when required
- ◆ Arranged sponsorship worth \$ 80,000 for the club over the past couple of season(s)

Cricket Umpire, Brampton & Etobicoke District Cricket League, Brampton

2020 – 22

- ◆ Umpired more than 50 games across 2 season(s) as a Level 1 cricket umpire
- ◆ Attended regular training(s) with the league and online to stay updated with the latest rules and regulations of the sport
- ◆ Part of the elite umpiring panel involved in training future cricket umpires for the league and sharing best practices
- ◆ Volunteered to be the backup umpire co – ordinator for the 2020 cricket season
- ◆ Part of the league delegation to various provincial and federal government events held from time to time

Professional Summary

Professor – Business and Faculty Curriculum Guide (Contract), Conestoga College, Kitchener 2023 – Till Date

- ◆ Responsible for teaching business courses (in-class / hybrid / online – synchronous / asynchronous) like leadership, marketing, sales, retail management, communication, CRM, economics and human resources management
- ◆ Ensuring program and course curriculum are current, relevant, and reflective of emerging and best practices.
- ◆ Required to constantly assess student progress by preparing, revising, administering and grading assigned course activities for class sizes ranging from 20 to 50 students and from students from semester 1 – 4.
- ◆ Successfully created an effective environment for learning to accommodate students from diverse cultural and educational backgrounds, professional experiences, and individual learning styles.
- ◆ Correspond professionally with students in a timely manner as required during the course duration.
- ◆ Work effectively with the students, the program team, and a variety of internal and external stakeholders.
- ◆ Guide new faculty members throughout the course on the delivery, contents and / or course structure

Mortgage Agent Level 2, Orange Mortgages, Greater Toronto Area 2024 – Till date

- ◆ Responsible for development and implementation of annual business development plan to ensure the achievement of a target of CAD 20 million for '24.
- ◆ Represent the brokerage at trade shows, sponsored events and industry conferences.
- ◆ Relationship handling and account management with over 50 lenders including banks and other financial institutions

Previous Assignments

- ◆ **Adjunct Professor – Business**, Fleming College, Toronto / Hanson College, Brampton (2023 – 24)
- ◆ **Mortgage Agent Level 2**, Zolo Mortgages, Greater Toronto Area (2022 – 24)
- ◆ **Mobile Mortgage Specialist**, True North Mortgages, Greater Toronto Area (2021 – 22)
- ◆ **Mortgage Agent**, Mortgage Alliance, Greater Toronto Area (2018 – 21)
- ◆ **Global Business Development Manager**, SOTI Inc., Toronto (2015 – 18)
- ◆ **Corporate Manager**, WIND Mobile, Toronto (2013 – 15)
- ◆ **Manager – Sales, Customer Service & Operations**, Winners, Toronto (2013 – 13)
- ◆ **Chief Manager – Sales, Customer Service & Loyalty**, The Times of India Group, India (2010 – 12)
- ◆ **Assistant Vice – President – Key Accounts (Telecom)**, Trans Union, India (2009 – 10)
- ◆ **Product Manager (Corporate Value-Added Services)** – North India, Bharti Airtel Ltd., India (2006 – 09)
- ◆ **Product Manager (Video Conferencing)** - North India, Reliance Communications Ltd., India (2004 – 06)
- ◆ **Associate**, Genesis Burson-Marsteller Public Relations, India (2003 – 04)

Education

- ◆ **Real Estate Salesperson Course**, Humber College (*Currently pursuing*)
- ◆ **Graduate Courses in Organizational Effectiveness & Digital Marketing**, Conestoga College (*Currently pursuing*)
- ◆ **MA (Public Administration) 2003-05**, Panjab University, India
- ◆ **MBA (Strategy & Marketing) 2001-03**, International Management Institute, India (in association with IMD, Switzerland)
- ◆ **B. Com 1998 – 2001**, Panjab University, India

Additional Professional Certifications

- ◆ **Executive Management Program 2015** from Rotman School of Management, University of Toronto, Canada
- ◆ **Leadership Connections Program 2013** from Humber College, Toronto, Canada
- ◆ **Asia Pacific Leadership Program 2012** from East West Center, University of Hawaii, USA

CHRISTINE KELLY



CJKELLY21@GMAIL.COM



416-302-7992



www.linkedin.com/in/christine-kelly-7428b219

EXPERIENCE

BUSINESS MANAGER – CANADA / INTERNATIONAL •JAYPRO SPORTS• 2015- PRESENT

Establishing Jaypro as a sports equipment and fixturing supplier in the sports construction and retail channels. Growth of over 20% year over year minimum consistently. Built a network of distributors and strategic partners to grow sales and market share.

INTERNATIONAL SALES MANAGER • RIP-IT SPORTS • 2013 - 2015

Manager of Canadian sales. Product development and sourcing both domestic (USA) and offshore.

OWNER • KELLY TEAM SPORT SALES • 2011 - PRESENT

Multi line agency for both soft and hard goods.

SENIOR MANAGER • 360 ATHLETICS • 2004 - 2011

Brand and product development from inception. Sales management and all product sourcing (offshore)

MARKETING MANAGER • FILA CANADA • 2003 - 2004

Marketing (media), partner relationships and sponsorships

SENIOR MANAGER • CANADIAN RECREATION PRODUCTS • 1998-2003

Brand and product development. Key account and supply chain management.

PRODUCT MANAGER- GOLF • SPALDING CANADA • 1993-1998



SKILLS

Sales and Account Management

Project Scope & Drawing Review

New Customer Development

Key Account Sales

Product Management

Relationship Marketing

OEM Brand Development

Off Shore Sourcing

Supply Chain Analysis

Budgets and Forecasting

Trade Shows

Product Knowledge Presentations

Strategic Planning

Account and Channel Strategy

EDUCATION

ATHLETIC INJURY MANAGEMENT • SHERIDAN COLLEGE -1989-1991

PHYSICAL EDUCATION• BROCK UNIVERSITY – 1985-1989

KINESIOLOGY • UNIVERSITY OF WATERLOO– 1983-1985

INTERSHIP – INDIANA UNIVERSITY – 1986
INSTRUCTOR – US NATIONAL LEADERSHIP CONFERENCE 1986

RELEVANT EXPERIENCE AND MEMBERSHIPS

MEMBER – PICKLEBALL CANADA
MEMBER – PICKLEBALL ONTARIO
MEMBER - USAPA

LEVEL 2 PICKLEBALL CANADA REFEREE
LOCAL TOURNAMENTS/ NATIONAL CHAMPIONSHIPS
LEVEL 2 USAPA REFEREE
MINTO US OPEN NAPLES FL

2024 CANADIAN NATIONALS GOLD MEDAL WOMENS
2023 CENTRAL CANADIAN WOMENS OPEN SILVER
2023 US OPEN PICKLEBALL SILVER MEDALIST 3.5 MIXED
2022 CANADIAN NATIONAL PICKLEBALL CHAMPION 3.5
WOMENS DOUBLES
2023 ONTARIO REGIONAL 4.0 SILVER MEDALIST WOMENS
2023 ONTARIO REGIONAL 4.0 BRONZE MEDALIST MIXED
2023 /24 OSGA REGION 21 GOLD WOMENS & MIXED
2024 OSGA SOUTH CENTRAL REGION GOLD WOMENS 4.0
2024 TEAM ONTARIO CSGA WOMENS 4.0 – QUEBEC CITY
REGION 21 REPRESENTATIVE ONTARIO SENIOR GAMES 22/ 23/ 24



CATHERINE CÔTÉ

613-298-8514

cat.cote@outlook.com

EDUCATION

Labour Relations Certificate and Human Resources courses, Royal Roads University
Certificate in Business Administration, University of Victoria
Canadian Forces Military Officer Qualification, Leadership and Recruit School in St-Jean-sur-Richelieu
Bachelor of Education, University of Sherbrooke

WORK EXPERIENCE

Resource Planning and Administration Manager – House of Commons

2016- Present

- Manage human resources and financial resources for a directorate of 300+ employees.
- Align support services with broader service area internal policies, initiatives and priorities.

General Services Manager – Department of National Defence

2015-2016

- Manage human resources and financial resources for a directorate of 100+ employees.
- Develop short- and long-term business, strategic, workforce and operational plans for the Branch.

Strategic Planning and Operations Manager – Department of National Defence

2014-2015

- Develop performance measurement framework and control mechanisms.
- Manage financial resources for a directorate of 30+ employees.

Senior Labour Relations Officer – Department of National Defence

2013

- Represent and support the Employer as an expert in labour relations during arbitration, mediation, complaints and grievances.

Grievances and Investigations Manager – Department of National Defence

2009-2012

- Develop, implement and coordinate Canadian Forces grievance and complaints system plans and processes.
- Manage and plan the activities of human resources management and administrative services

Grievance Analyst – Department of National Defence

2008

- Produce grievance analyses and recommendations for the Director's approval.

Consular Emergency Officer – Department of Foreign Affairs and International Trade

2007

- Provide information and assistance to Canadian citizens living or travelling abroad.

Travel Coordinator – Canadian Forces Personnel Support Agency

2006 – Kandahar, Afghanistan

- Provide social services and services aimed at improving the morale and well-being of military personnel deployed in Afghanistan.
- Develop procedures and guidelines for leave travel programs for the Kandahar Provincial Reconstruction Team.

Trade Commissioner – Department of Foreign Affairs and International Trade

2004-2006

- Conceptualize, deliver and manage sector training at major international trade events for officers from overseas embassies and headquarters.

Language Teacher – Department of National Defence

2004

- Teach French as a second language to Canadian Forces officers.

Project Officer – Canadian Forces (Regular)

2001-2003

- Analyze data for the strategic human resources plan to predict recruitment needs.

Senior Non-Commissioned Officer – Canadian Forces (Reserve)

1993-2000

- Supervise a platoon of 25 members. Manage human, financial and material resources for all aspects of the band.

PICKLEBALL

Referee

2019 to present

- Referee in sanctioned and non-sanctioned tournaments and CNPL events.
- Maintain referee credentials on an annual basis.
- Provide coaching and mentorship to referee in development.

Treasurer – Ottawa Pickleball Association

2019-2021

- Maintain general financial oversight. Prepare and present budgets. Manage bank accounts, set up appropriate systems for book-keeping and payments.

Translator –Pickleball Canada

2019-2021

- Translate the policy suite from English to French. Translate newsletter.

Player

2018 to present

- Recreational and tournament player in Canada and USA.
- Member of several clubs and association in the Ottawa-Gatineau area.
- Previous sponsorships by Manta, Hudef, and PB Sports.



Section 6:10, 6.14 – 6.19 of Pickleball Ontario Bylaws

6.10 Quorum: A quorum for the transaction of business at a members' meeting is most of the member club delegates entitled to vote at the meeting. If a quorum is present at the opening of a meeting of Pickleball Ontario, the meeting may commence and continue, even if a quorum is not present throughout the meeting.

6.14 Voting: Each Member Club will select a delegate to attend an annual or other meeting of Pickleball Ontario and who may vote on their behalf. Delegates must be present in person or electronically to vote at a Meeting of Pickleball Ontario.

Business arising at any Members' Meeting shall be decided by an Ordinary Resolution except where a Special Resolution is required by the Act.

- a) Each voting member shall be entitled to the number of votes allocated to them in accordance with the approved process;
- b) Directors may not vote; and
- c) An abstention shall not be considered a vote cast.

6.15 Number of Votes: Member Clubs in good standing have voting privileges of 1 vote per club plus:

- a) 10-50 Member Club Members [1 vote]
- b) 51-100 Registered Members [2 votes]
- c) 101-150 Registered Members [3 votes]
- d) 151-200 Registered Members [4 votes]
- e) 201-250 Registered Members [5 votes]
- f) 251-300 Registered Members [6 votes]
- g) 301-350 Registered Members [7 votes]
- h) 351-400 Registered Members [8 votes]
- i) 401-450 Registered Members [9 votes]
- j) 451-500 Registered Members [10 votes]
- k) 500 plus Registered Members [11 votes]

6.16 Record Date for Voting: The Board may set a date as the record date for the purpose of determining members entitled to vote at any meeting of members. The record date must not precede the date on which the meeting is to be held by more than ten (10) days. If no record date is set, the record date is 5:00 pm on the day immediately preceding the first date on which the notice is sent or, if no notice is sent, the beginning of the meeting.

6.17 Proxy Voting: Proxy voting is not permitted.

6.18 Voting by Mail or Electronic Means: A member may vote by mail, or by telephonic or electronic means if:

- a) Pickleball Ontario has made available a procedure that permits voting by mail, telephonic, or electronic means;
- b) The votes may be verified as having been made by the member entitled to vote; and
- c) Pickleball Ontario is not able to identify how each member voted.

6.19 Determination of Votes:

Votes will be determined by a show of hands, orally, or electronic ballot, except in the case of elections which require a secret ballot, unless a secret or recorded ballot is requested by a member.



Sports Insurance Proposal

Cover Letter

Pickleball Ontario
PO Box 471 Station P
Toronto ON M5S 2S9

RE: Request for Insurance Placement & Advisory Services

HUB International Ontario Limited welcomes the opportunity to be your partner in managing your insurance coverage, premium expense and total cost of risk.

As one of the largest insurance brokerages in the world, HUB is a leader in providing tailored solutions for complex insurance and risk management needs for Entertainment organizations. Our scope and size enable us to access a vast range of resources, offer you a deep bench of Entertainment industry experts, and exercise exceptional market buying power on your behalf.

In a nutshell, HUB International is differentiated by three key words: Experience, Relationships and Capabilities.

- Experience in resolving insurance and risk management issues for entertainment customers
- Deep Relationships with carriers who insure the entertainment and sports industry
- Capabilities to deliver the day-to-day services and negotiating the best pricing, terms, and conditions on behalf of entertainment clients

But size, financial strength and market access are valuable only when they are put to work to implement a focused strategy that is unique to each client. When you partner with HUB, you're at the center of a vast network of experts who are focused on your goals.

This proposal describes the expertise we offer in the key areas that you have identified as important criteria in your broker selection process. Please take the time to review it carefully and reach out to us with your questions. You'll learn how we can help you protect what matters most and bring you peace of mind.

Thank you for the opportunity to earn your business.



Benjamin Rossington – RIB CIP Assistant Vice
President

Sport & Entertainment Practice - Canada

Disclosures

Thank you for choosing HUB International Ontario Limited. We appreciate your interest and look forward to delivering a quotation for your specific insurance needs. To obtain a quotation, we require your acknowledgement of the disclosures set out here and, if applicable, your consent for the collection of your personal information.

We remain committed to transparency and accountability to our clients and strictly adhere to the regulations and industry standards set out by the Registered Insurance Brokers of Ontario (RIBO) and the Canadian Insurance Services Regulatory Organizations (CISRO). It is important to us that our customers fully understand how we operate, the companies we represent and how we are compensated for the services and exceptional value we offer.

Privacy Statement

In order for us to provide insurance services to you, we may need to collect your personal information. Please visit the link to view our Privacy Statement and for more information on how we collect, use and disclose personal information.

To ensure we provide you with an accurate quotation, we may also be required to collect from you or third parties, and disclose, the personal information of individuals related to your coverage.

How We Get Paid / Conflicts of Interest

We take pride in the services we provide to you. For our efforts we are compensated in a variety of ways, primarily in the form of commissions and contingency amounts paid by insurance companies, or in some cases, HUB owned Wholesale Insurance Brokerages and fees paid by clients or third parties. Visit the link above to review how we are compensated.

CISRO Principles of Conduct

The Canadian Insurance Services Regulatory Organizations (CISRO) has published the Principles of Conduct for Insurance Intermediaries to help ensure the fair treatment of customers in the life & health and property & casualty insurance sectors. Visit the link above to review the Principles of Conduct document.

RIBO 'About Your Insurance Broker' Fact Sheet (for Ontario Clients Only)

As a customer, you have the right to professional advice from a broker who is well informed about the products they are selling. You have the right to be treated with fairness and integrity. Visit the link above to review what you should expect when dealing with a licensed insurance broker

Experience with Sports

Experience Insuring Sport Associations

With respect to Pickleball Ontario, HUB offers considerable expertise insuring Sport Organizations, most notably the Ontario Soccer, Maple Leaf Sports & Entertainment (Toronto FC, Maple Leafs, Argos, Raptors), Canada Basketball, Canlan Sports, Golf Ontario, Vancouver Whitecaps, Judo Ontario, Ontario Karate – to name but a few.

Our depth extends to program design, insurer negotiation, claims advocacy, risk management/loss prevention, sales and service. As mentioned in our introduction letter, we have created a number of exclusive offerings for Sports Associations to help streamline communication with membership and workflows with regard to servicing of the insurance program. Examples would include:

Microsite Example where members can access information on the insurance program



Your Dedicated Team

Below are the members of your Local Service Team who work diligently to provide the highest level of quality service available in the industry.

Senior Relationships

**Benjamin
Rossington AVP
– Entertainment**

**Kristen
Paterson
Associate**

**Jonathan
Chan
Assistant**

Risk Services

David Laks
Senior Risk Advisor



Claims Management

Adelaide Marquardt
Claims Manager

Coverage Comparison Chart

	Pickleball Canada	Pickleball Ontario
Bodily Injury & Property Damage - Per Occurrence	\$ 5,000,000.00	\$ 5,000,000.00
Products & Completed Operations	\$ 5,000,000.00	\$ 5,000,000.00
Personal & Advertising Injury	\$ 5,000,000.00	\$ 5,000,000.00
Medical Payments	\$ 2,500.00	\$ 5,000.00
Tenants Legal Liability	\$ 1,000,000.00	\$ 1,000,000.00
Employers Liability	\$ 1,000,000.00	\$ 5,000,000.00
Employee Benefits Liability	NOT COVERED	\$ 100,000.00
SPF #6 - Non-Automobile Liability	\$ 5,000,000.00	\$ 5,000,000.00
SEF #94 - Damage to Hired Automobile	\$ 50,000.00	\$ 50,000.00
Sports Coaches Errors & Omissions Liability	NOT COVERED	\$ 1,000,000.00
Abuse Liability Extension - Claims Made	\$ 500,000.00	\$ 500,000.00
Coverage Territory - International	Sanctioned-Reported	Sanctioned-Reported
Adjustable Premium	Included	Not Offered
Waiver of Subrogation - Facilities Rental/Lease	Included	Included
Sports Accident Principal Sum	\$ 15,000.00	\$ 20,000.00
Dental Reimbursement	\$ 5,000.00	\$ 10,000.00
Accidental Medical Reimbursement	\$ 15,000.00	\$ 15,000.00
Aggregate Limit of Indemnity	\$ 2,500,000.00	\$ 200,000.00
Directors & Officers - Wrongful Acts	\$ 2,000,000.00	\$ 2,000,000.00
Employment Practices Liability	NOT COVERED	\$ 2,000,000.00
Fiduciary Duty Liability	NOT COVERED	\$ 2,000,000.00
Excess Directors & Officers Liability	NOT COVERED	\$ 1,000,000.00
Pollution Liability	NOT COVERED	\$ 1,000,000.00
Crisis Management Extension	NOT COVERED	\$ 100,000.00
Cyber Security Insurance	NOT COVERED	\$ 1,000,000.00
Cyber Crime Extension	NOT COVERED	\$ 250,000.00
Travel/Medical Insurance	NOT COVERED	OPTION ONLINE

Summary of Insurance

Legal Entity:	Pickleball Ontario Inc.
Mailing Address:	PO Box 471, Station P, Toronto, ON, M5S 2S9
Members	21,000
Number of Clubs	78
Number of Directors	8
Volunteers	12
Provincial Authority:	Ontario
Operations:	Provincial Sports Organization for Pickleball
Sanctioned Activity:	Practices, Events, Tournaments, Matches, Training and Instruction including Fundraising & Gala Events as approved by Pickleball Ontario
Website:	www.pickleballontario.org/
Term:	Annual (12 Months)
Coverage & Insurer:	
Commercial (Sports) Liability	Players Health (Aviva Canada)
Sport Participant Accident	Players Health (Aviva Canada)
Abuse Liability	Players Health (Aviva Canada)
Sports Coach Errors & Omissions	Players Health (Aviva Canada)
Non-Profit Directors & Officers Liability	Trisura Guarantee Corporation
Cyber Security Insurance	Coalition
Team Travel/Medical	TuGo – https://shop.tugo.com/

Claims Scenarios

Commercial General Liability (Sports)

A player in good standing with a member club is playing a sanctioned pickleball game. The opposing player returns a serve aggressively hitting the player in the head causing a concussion. The injured player is required to have extensive medical treatments and is unable to work full time. The injured player seeks damages against Pickleball Ontario for negligence causing their injury to pay for out-of-pocket medical expenses, loss of income and pain and suffering. The allegation is defended by a law firm. The policy covers all legal fees and mediated settlement.

Sports Accident

A player in good standing with a member club is playing a sanctioned pickleball game. The player twists their ankle causing an injury. The player requires rehabilitation with a physiotherapist. Unfortunately, the player does not have coverage through OHIP, nor do they have access to an Employer Group Benefit Plan. The player seeks compensation under the Sports Accident Benefit Program for the set benefit amount.

Directors & Offices Liability

The board revokes an individual's membership due to allegations of unethical conduct. The member sues the association alleging the board of directors had targeted them and they had not followed the organization's bylaws. The Directors & Officers liability policy triggers costs to defend the claim against the allegation as well as pay for any damages negotiated.

Cyber Security

The association is hit with a devastating BEC attack, compromising the finance director's email account. After months of research, the attacker was able to spoof the associations domain and execute \$250,000 funds transfer fraud.

The cyber insurance, provides I.T. support to rectify the network and have legal counsel review for any privacy breached. The insurer also coordinated with law enforcement to prevent further payments from occurring, remove fraudulent domain and attempt to recover almost all of the stolen funds

Travel/Medical

A member team enters a Pickleball Tournament in Detroit, Michigan and the club has been sanctioned to participate. As the event is taking place outside of Canada, all team member are required to carry Travel/Medical insurance to cover any medical issues sustained in the USA and attended to by medical facilities in the USA. This policy will pay those costs.

Commercial Sports Liability

COVERAGE:

Occurrence Basis Sanctioned
Activities **Participant Injury**
Extension

LIMITS:

Bodily Injury and Property Damage	\$5,000,000
Annual General Aggregate	\$5,000,000
Advertising Liability	\$5,000,000
Tenant's Legal Liability	\$1,000,000
Medical Expense Limits	\$25,000/\$5,000 Per Person
Products & Completed Operations	\$5,000,000
SPF#6 – Non-Owned Automobile Liability	\$5,000,000
SEF#94 – Damage to Hired Automobile	\$50,000
Employers Liability	\$5,000,000
Employee Benefits	\$100,000 – Claims Made
Voluntary Compensation	\$25,000
Incidental Medical Malpractice	\$25,000
Sports Coaches Errors & Omission Liability	\$1,000,000
Abuse Liability	\$500,000/Aggregate

DEDUCTIBLES:

Per Claim \$1,000

CONDITIONS:

- First - aid & CPR provisions available on - site
- Abuse policy in force, in compliance with Safe Sport or Players Health Athlete Safety Program
- Concussion, removal-from and return-to play policy in force, in compliance with Rowan's Law (ON) or Players Health Athlete Safety Program
- Written policies & procedures distributed to staff, administrators, coaches, parents and players
- A copy of the Waiver is required within 30 days of binding - Waivers signed by participants or legal guardians if minor-aged
- Travel-Medical insurance purchased for participants, staff and volunteers travelling outside of Canada
- Bus rentals and drivers contracted out to insured 3rd-party companies
- Activities outside of Canada and U.S. must be referred

Forms & Endorsements

Claims Tug Event Form
Employee Benefits Liability Coverage Form
Commercial General Liability
Participant Accident Policy
NOA - SPF 6
Base Policy Wordings
S.E.F. No. 94 – Legal Liability for Damage to Hired Automobiles Endorsement
S.E.F. No. 96 – Contractual Liability Endorsement
S.E.F. No. 99 – Excluding Long Term Leased Vehicle Endorsement
OEF 98B -Reduction Of Coverage For Lessees Or Drivers Of Leased Vehicles
Additional Insured Extension Amateur Sports
Non-Accumulation of Limits Endorsement
Employers Liability Coverage Extension
Coach And Instructor Errors and Omissions Liability Endorsement
Additional Insured (Blanket Basis)
Exclusion – Liquor Liability - exceptions to award galas and sport banquets
Contagious Disease Exclusion
Cyber Exclusion
Electronic Data Exclusion Amendment
Sanctions Condition Endorsement
Sports Accident Coverage Insurance Agreement
Abuse Limited Liability Coverage Form - \$500,000 per Claim / Aggregate Privacy Information

Sport Participant Accident

COVERAGE:

Principal Amount:	\$20,000
Fracture Indemnity Amount:	\$1,000

See Section I and Section II of Full Wordings for Amounts Payable

Dental Accident Reimbursement	\$10,000
Dentures, Removable Teeth, Hearing Aids, Eyeglass and Contact Lenses	\$200
Emergency Transportation – any one Insured Person	\$50
Family Transportation – any one Insured Person	\$2,500
Medical Expense Reimbursement - any one Insured Person	\$15,000
Prosthetic Appliances - any one Insured Person	\$3,000
Rehabilitation - any one Insured Person	\$3,000
Repatriation - any one Insured Person	\$5,000
Tuition Benefit - any one Insured Person	\$2,000
Aggregate Limit Payable for any one Accident	\$200,000
Weekly Income - Waiting Period - 30 Days	\$100

ENDORSEMENTS:

- Schedule of Specific Loss/Indemnity Agreement
- Schedule of Specific Fracture, Dislocation, Tendon Severance Agreement
- Supplementary Benefits Form
- Standard Exclusions & Limitations Form

CONDITION:

This policy follows in excess of Provincial Health Plan and Employer or Private Benefit Plans available to the injured party

Directors & Officers Liability

COVERAGE:

Non-Profit Management & Corporate Liability

Employment Practices Extension

Defense Costs Within the Limit

Knowledge of Claim: President

Discovery Period: 75% - 1 Year (Additional Period)

Allocation Period: 100%

LIMITS:

Limit of Liability **\$2,000,000**

Aggregate **\$2,000,000**

ADDITIONAL COVERAGE:

Excess Directors or Officers Coverage: \$1,000,000/Aggregate

Pollution Defense Costs Coverage: \$1,000,000/Aggregate

Crisis Management Expenses Coverage: \$100,000/Aggregate

DEDUCTIBLE: **\$1,000**

ENDORSEMENTS & EXCLUSIONS:

Broad BI/PD Exclusion – with Exception for Employee and Bill C-45 Claims Defense

Costs Outside the Limit of Liability Extension - Unlimited

Statutory Conditions Endorsement (for BC/AB/SK/MB domiciled risks)

Abuse Exclusion

Cyber Exclusion for Insured Entity

Compliance with Applicable Sanction Laws Endorsement Specific

Event Exclusion: Absolute Concussion Exclusion

Prior and Pending Litigation Exclusion

Cyber Insurance

FORM:

First & Third-Party Cyber Crime Form
Defense Costs & Expenses Inclusive of the Limit Cyber
Exclusions & Endorsements
Canadian Currency

GENERAL AGGREGATE:

Per Year \$1,000,000

LIMITS:

Network Security & Information Security Liability	\$1,000,000
Regulatory Defense	\$1,000,000
PCI Fines & Assessments	\$1,000,000
Funds Transfer Liability	\$1,000,000
Multi-Media Content Liability	\$1,000,000
Breach Response Services	\$1,000,000
Crisis Management and Public Relations	\$1,000,000
Ransomware & Cyber Extortion	\$1,000,000
Contingent business Interruption	\$1,000,000
Proof of Loss Preparation Expenses	\$50,000
Digital Assets Restoration	\$1,000,000
Computer Replacement & Bricking	\$1,000,000
Reputational Harm Loss	\$1,000,000
Court Attendance	\$50,000
Criminal Rewards	\$50,000
Funds & Transfer, Personal Funds Fraud & Social Engineering	\$250,000
Service Fraud Including Cryptopjacking	\$100,000
Phishing	\$50,000
Invoice Manipulation	\$250,000

RETENTION:

Per Claim	\$2,500
Business Interruption	8 hours
Reputation Loss	14 Days

ENDORSEMENTS:

Multi-Factor Authentication Warranty

Wrongful Collection Exclusion

Travel/Medical Insurance

COVERAGE:

Provides coverage for medical expenses incurred while traveling outside of the persons home province.

LIMITS:

Maximum Policy Limit:	\$5,000,000
Age Limit	None

ENDORSEMENTS:

Multi-Trip Worldwide

Single Trip Worldwide

Trip Length Options – 2-60 Days

Subrogation – No Subrogation Against Employer Plans up to \$100,000

Emergency Medical Treatment & Benefits

Sports & Activities Extension

Trip Cancellation Optional

Risk Management Resources

As a customer of HUB International & Players Health, you will receive the following benefits included in your Sports Insurance program:

Membership FAQ Document and Insurance Website:

On becoming a customer of HUB International, your administration will be provided an insurance FAQ document that you can host on your website in addition to certificate request forms, claim forms and other supporting documents. HUB International can also help develop your insurance website and include information you wish your members to have access such as risk management & education.

Certificate Exchange System:

On becoming a customer of HUB International, your administration will provide access to our certificate issuance system “Cert-Exchange”. This will allow Pickleball Ontario to issue certificates directly on request.

Players Health Athlete Safety Library:

Customers get on-demand access to our best-in-class videos, guides, and templates to quickly ensure their programs are following best practices

Players Health Athlete Safety Score:

After taking a 15-question risk assessment, customers will get quick, actionable recommendations for program improvement to make teams / leagues immediately safer for athletes.

HUB International Risk Services:

As a HUB International Customer, you will have access to Chris Della Mora from HUB Risk Services to assist you with:

- Ensuring Pickleball Ontario’s interests are represented to the insurance company
- Participate in risk management meetings as requested
- Review of past recommendation reports / completion of recommendations
- Consult with Risk Manager to develop Risk Mitigation Strategies
- Review all current open claims for relevancy, currency of updates and accuracy
- Future loss management/Insurer Reserving Practices & Client Advocacy on Insurer Claim Calls
- Lodge Claims to Carriers and Manage the Claims Cycle
- Direct participation on high profile or potentially large quantum losses
- Claims handling protocol & Statistical Analysis and Claim Reports
- Presentation at the Annual General Meeting (AGM)

Optional -Risk Management

Players Health offers the following resources to customers at an **additional cost**:

Players Health Safety Assessment:

Have administrators in your organization take this free health and safety survey to know where you're at risk. Consisting of 73 questions, your organization will get a safety score based on the 7 Pillars of Organization Sports Safety.

Players Health Administration Dashboard:

Organizations have struggled to ensure coaches and staff are compliant and properly trained. That's why we built a dashboard for you to easily view, communicate, and roster all the members within your organization — from athletes to volunteers and coaches. Be confident that you are providing the safest environment for young players and are Safe Sport Act compliant.

Players Health Rehab:

Athlete Injury & Concussion Monitoring Monitor athlete injury, rehab and return to play in real-time.

Players Health Protect:

Real-Time Incident Reporting Dashboard Manage your organization's incident reports in a simple dashboard

ITP Sports:

Independent Third-Party (ITP) complaint management provides a mechanism to address allegations of maltreatment and code of conduct violations in your organization. ITP Sport is an independent body that delivers case management services, investigation, adjudication, and dispute resolution that all provides participants, regardless of the sport or geographical location, access to a fair, consistent, and due complaint resolution process that is aligned with the requirements of the UCCMS and Sport Canada.

ISB Global Services:

ISB Global Services (ISB) is a leading provider of comprehensive background checks and compliance services, dedicated to ensuring safety and trust in program delivery. Our equitable processes significantly reduce organizational risk while enhancing participant trust. We offer unparalleled access to extensive information, surpassing basic document sourcing.

Claims Management

As a customer of HUB International you can leverage the organization's inhouse claims management team.

Your dedicated HUB claims professional is an extension of your risk management team and a true strategic partner who will help you manage claims and minimize your total cost of risk. Our team is equipped to handle risk management and market collateral management.

As your partner, we collaborate to achieve strategic solutions — handling claims advocacy and complex claims escalation and reducing exposures with customized risk management strategies.

We're here for you — especially in your time of need.

How we can help

- Our claims management services include:
- Loss analysis and reporting
- Analyzing claims reserves and payment changes
- Management of claims by occurrence
- Benchmarking of claims
- Monitoring incident and claim activity
- Return-to-work planning
- Claims file reviews, including reserve analysis, reduction and file resolution plans
- Strategic claims closure programs
- Employer claims management practices
- Third-party administrator (TPA) selection
- TPA audits and management
- Medical case management
- Settlement evaluation and litigation management
- Subrogation/second injury fund recoveries
- Coverage disputes and dispute resolution
- Collateral management via claims closure

Important Definitions

COMMERCIAL GENERAL LIABILITY:

Insured Persons:

Your members registered in good standing, but only while participating in athletic activities sanctioned by you; Your referees, coaches, managers, trainers, officials and administrators, while acting within the scope of their defined duties as such on your behalf.

Participant Injury:

Grants coverage to Players (Sports Participants) who are injured during a sanctioned activity and who can seek indemnification under their own policy.

Sanctioned Activity:

Means an event, tournament, and/or matches conducted by an authorized member in good standing and which Pickleball Ontario formally approval.

Abuse Liability:

Alleged or actual "abuse" or molestation or harassment of any person by any Named Insured, additional Named Insured, "volunteer", "employee", contractor, consultant or any other person.

"Abuse" means any act or threat involving molestation, harassment, corporal punishment or any other form of physical, sexual or mental abuse

Sports Coaches Errors & Omissions Liability:

Covers any Wrongful Act committed by a Coach or Teacher or instructor. "Wrongful act" means any actual or alleged negligent act, error or omission committed solely within the scope of "coaching or instructional services".

Waiver of Subrogation:

A waiver of subrogation is a contractual provision whereby an insured waives the right of their insurance carrier to seek redress or seek compensation for losses from a negligent third party

Adjustable Premium Endorsement:

Allows the insurance company to adjust the premium during the life of the policy on the reporting of information that is material to the rating of the coverage (i.e. participant numbers)

Warranty & Condition:

Conditions and warranties are two important terms in an insurance contract. Conditions are the terms that must be fulfilled by the policyholder to ensure that the policy remains valid. Warranties, on the other hand, are the promises made by the policyholder to the insurer.

Coverage Territory:

An insurance policy's coverage territory is the geographic location where it has approved the policyholder to conduct their business and where their policy will respond.

Important Definitions

SPORT PARTICIPANT ACCIDENT:

Principal Amount:

The principal sum is the stated amount payable as a death benefit if death is due to an accident.

DIRECTORS & OFFICERS LIABILITY:

Wrongful Acts:

Any actual or alleged negligent error, misstatement, or misleading statement by an Insured; and any actual or alleged negligent act, omission, neglect or breach of duty by an Insured.

Employment Practices Liability:

Any actual or alleged breach of an employment contract, employment discrimination, workplace bullying, employment harassment, Wrongful termination & Employment Decision

Fiduciary Liability:

Any actual or alleged breach of responsibilities as a fiduciary of a benefits programs or insured plan

Excess Directors & Officers Liability:

Excess of any insurance available to the Executives of the Corporation and which is completely exhausted by payment of Loss or other sums covered.

Crisis Management Coverage:

Reasonable costs, charges, fees and expenses incurred by the organization with the prior written consent of the Insurer, for services provided by a lawyer or public relations consultant solely for the purposes of responding to a Newsworthy Event and averting or mitigating damage to and restoring the Corporation's reputation or brands.

CYBER SECURITY INSURANCE:

Network & Information Security:

Coverage for privacy breach costs & notification costs (including legal fees)

Breach Response Services:

Costs incurred to hire professionals to attend to a network breach & restoration of data

Funds Transfer/Crime Coverage:

Fraudulent instruction transmitted by electronic means

Subjectivities on Binding

COMMERCIAL SPORTS LIABILITY:

- Re-Signed Sports Insurance Application
- No Claims Declaration & Loss History
- Abuse Liability Application Completed & Signed
- Review of Coverage Conditions and Confirmation They Can Be Implemented and Enforced

DIRECTORS & OFFICERS LIABILITY:

- Confirmation of Incorporation (Articles of Incorporation) for correct legal entity
- Re-Signed and Dated Application

CYBER SECURITY INSURANCE:

- Signed & Dated Cyber Application

Elements of an Effective Broker Transition

Planning for an effective transition and implementation of new ideas and programs are important to both your organization and HUB International.

A typical transition plan includes, but is not limited to, the steps listed below. A long-term implementation plan will be developed if HUB International Limited becomes your broker partner.

Initial Broker Transition Steps

	Month	Month	Month	Month	Month	Month
Make broker selection	X					
Perform claims audit						
Set marketing strategy						
Meet underwriters with submission						
Review quotes						
Make carrier decision						
Announcement to Management						

Broker Remuneration

How we get paid

HUB International takes pride in the services our brokerages provide our clients, for insurance and risk management programs. For our efforts we are compensated in a variety of ways, primarily in the form of commissions and contingency amounts paid by insurance companies or in some cases, fees paid by clients or third parties. The means by which we are compensated are described below.

Commission/Fee income

Commission, normally calculated as a percentage of the premium paid (generally 10-15% of the gross premium) to the insurer for the specific policy, is paid to us by the insurer to distribute and service your insurance policy. On occasion, with more complex business insurance programs and where additional resources, products or services are appropriate (such as a Captive structure), a fee may be negotiated for placement of insurance coverage or additional services.

Fees charged for the placement of insurance can be discussed as an alternative compensation model to commission revenue and can be discussed and considered prior to the insurer binding coverage if you prefer that compensation structure. On occasion, we may receive both commissions and client paid fees for placing insurance, which will be disclosed in writing to you in advance. In certain circumstances clients pay us mutually agreed-upon fees for additional services, such as third-party administration of employee benefits or workers' compensation programs.

Contingency income

We also receive income through contingency arrangements with some insurers. They are called "contingent" because to qualify for payment we normally need to meet certain criteria, usually measured on an annual basis. Contingency arrangements vary, but payment under these agreements is normally the result of growing the business by attracting new customers, helping the insurance company gather and assess underwriting information and/or working to renew the policies of existing insureds. There is currently no meaningful method to determine the exact impact that any particular insurance policy has on contingency arrangements. However, better brokers tend to receive higher contingency payments because they do a better job of growing their business and retaining clients through better service. In other words, the amount of earned contingency income depends on the overall size and/or profitability of all of a group of accounts, as opposed to the placement or profitability of any particular insurance policy. For this reason, the individuals involved in placing or servicing insurance would be compensated directly for the contingent income that we receive. Over the last five years, our contingent income has averaged less than 1% of premiums. Please note however, the majority of Sport Insurers do not pay contingency income to HUB.



HUB

Risk & Insurance | Employee Benefits | Retirement & Private Wealth



Conflict Resolution Policy

Effective Date: October 6, 2024

Purpose

This policy outlines the steps for addressing conflicts between members of Pickleball Ontario. The aim is to promote fairness, clarity, and efficiency in resolving disputes, while ensuring that any unresolved matters are addressed with minimal disruption to the Provincial Body's operations.

Policy Statement

1. Club-Level Resolution

- All conflicts between members must first be addressed at the club level. It is the responsibility of each club to provide an appropriate process for resolving disputes among its members.

2. Provincial Body Involvement

- If the conflict cannot be resolved at the club level, a formal written report must be submitted to Pickleball Ontario for further action. The report should include:
 - A detailed description of the conflict.
 - Statements from all involved parties.
 - Any relevant eye-witness reports or additional documentation.

3. Ruling by Pickleball Ontario

- Pickleball Ontario will review the submitted report and make an official ruling on the conflict based on the information provided and any other information gathered as deemed necessary.

4. Challenge to Provincial Ruling

- If any party involved in the conflict disagrees with the ruling provided by Pickleball Ontario, they have the option to challenge the decision.
- The cost of any third-party arbitration or appeal will be the sole responsibility of the member initiating the challenge. No costs related to this process shall be incurred by Pickleball Ontario.

Responsibility

All members and clubs are expected to adhere to this policy to ensure effective and timely conflict resolution. Clubs should maintain transparent and accessible processes for managing member disputes, while Pickleball Ontario will intervene only when club-level resolution has proven insufficient.

Amendment of Policy

Pickleball Ontario reserves the right to amend this policy as necessary to ensure fairness and to address unforeseen situations in the best interest of all members.



Tournament Sanctioning Approval for Pickleball Ontario Member Clubs

Purpose:

To establish guidelines for Pickleball Ontario's provision of sanctioning approval letters to Pickleball Canada for tournaments organized by member clubs of Pickleball Ontario.

Policy Statement:

Pickleball Ontario will provide an official letter to Pickleball Canada to approve the sanctioning of tournaments, only when the tournament is organized by a current and active member club of Pickleball Ontario. This policy ensures that the benefits of sanctioning, including insurance coverage, promotional support, and alignment with national standards, are exclusively available to clubs that are fully affiliated with Pickleball Ontario.

Scope:

This policy applies to all member clubs of Pickleball Ontario seeking sanctioning approval for tournaments through Pickleball Canada.

Eligibility Requirements:

1. **Club Membership:**
The requesting club must be a recognized, active member of Pickleball Ontario at the time of the sanctioning request.
2. **Compliance with Pickleball Ontario Standards:**
The tournament must adhere to Pickleball Ontario and Pickleball Canada's guidelines, including rules of play, safety standards, and fairness in competition.
3. **Submission Process:**
The club must submit a formal request for a sanctioning approval letter to Pickleball Ontario, providing all required tournament details, including:
 - Proposed dates and location.
 - Anticipated number of participants.
 - Compliance with official tournament formats and regulations.
4. **Fee Compliance:**
All applicable Pickleball Ontario and Pickleball Canada membership fees must be up to date for both the club and its players.

Procedure for Issuing a Sanctioning Approval Letter:

1. The member club submits a written request to Pickleball Ontario with the required tournament details.
2. Pickleball Ontario reviews the request to ensure compliance with membership, standards, and fee requirements.
3. If the request meets all conditions, Pickleball Ontario will issue an official sanctioning approval letter to Pickleball Canada on behalf of the member club.
4. Pickleball Ontario reserves the right to deny approval if the club fails to meet any of the stated eligibility requirements.

Exceptions:

Requests from clubs that are not members of Pickleball Ontario will not be considered under this policy.