

OTTAWA PICKLEBALL ASSOCIATION BOARD OF DIRECTORS POLICY MANUAL – VERSION 4

Through the establishment of policies, processes, and structures based on the Association's vision, mission and values, the Ottawa Pickleball Association's Board of Directors intends to achieve the Association's purposes. This Governance Policy Manual provides in a single document the Association's bylaws, the Board committee structure, the Association's vision and strategic goals and the Board policies.

LETTERS PATENT

The Ottawa Pickleball Association (OPA) received its' Government of Ontario Letters Patent November 14, 2014. The associated objects of incorporation are:

- To nurture, foster and promote the sport of Pickleball.
- To expand the level of participation in the sport.
- To develop the skill level of players.
- To ensure games are conducted within the regulations of the sport and the principles of fair play.
- To obtain facilities as required.

BOARD BY-LAW

There is currently one by-law approved by the Ottawa Pickleball Association's Board of Directors and OPA Membership:

- **By-law No. 1 General Conduct** A By-law relating generally to conduct of the affairs of the Board of Directors of the Ottawa Pickleball Association.

VISION, MISSION, VALUES AND STRATEGIC DIRECTIONS

The mission of the Ottawa Pickleball Association is to assist and promote the growth of Pickleball as a sport for all ages in the greater Ottawa area.

The values of the Ottawa Pickleball Association are the values of the Pickleball Association of Ontario: respect, fairness, integrity, honesty, transparency and safety.

The strategic directions of the Association are:

- Strategic direction #1: Provide the infrastructure (facilities and volunteers) to enable growth of the Ottawa Pickleball Association membership as this infrastructure becomes available.
- Strategic direction #2: Provide the volunteer infrastructure (instructors, means of welcoming new players, etc.) for players to improve their skills.
- Strategic direction #3: To ensure Ottawa pickleball is fun by adding value to pickleball at both OPA and non-OPA facilities (volunteer managed ladders, tournaments, special events etc.).

GOVERNANCE AND ADMINISTRATIVE POLICIES

These policies are intended to augment, support and be consistent with OPA Board Bylaw #1. Where any such policy is in contradiction to any portion of Bylaw #1, the Bylaw supersedes the policy.

TABLE OF CONTENTS

<i>Ottawa Pickleball Association Board of Directors Policy Manual – Version 4</i>	<i>1</i>
<i>Letters Patent</i>	<i>1</i>
<i>Board By-Law</i>	<i>1</i>
<i>Vision, Mission, Values and Strategic Directions</i>	<i>1</i>
<i>Governance and Administrative Policies</i>	<i>1</i>
TABLE OF CONTENTS	2
1. Governance	5
1.1. Governance Responsibilities	5
1.2. Board Recruitment and Composition	5
1.3. Appointment and Description of Offices	5
1.4. Governance Committees	6
1.4.1. Appointment of Committees	7
1.4.2. Meetings of Committees	7
1.4.3. Minutes of Meetings.....	7
1.4.4. Duties of the Committee Chairperson.....	7
1.4.5. Communications Committee	7
1.4.6. Membership Committee.....	8
1.4.7. Nominating Committee	8
1.4.8. Rules & Grievance Committee.....	8
1.4.9. Skills Development Committee.....	8
1.4.10. League Director.....	9
1.4.11. Special Events Committee	9
1.4.12. Tournament Committee	9
1.4.13. Volunteer Coordination Committee	9
1.5. Books, Papers, Records and Contracts	10
1.6. Code of Conduct	10
1.7. Conflict of Interest	10
1.8. Registration Policy	10
1.9. Line Taping Machine Policy	11
1.10. Harassment and/or Sexual Harassment	11
1.10.1. Confidentiality.....	11
1.10.2. Complaint Procedure	11
1.10.3. Hearing.....	12
1.10.4. Discipline.....	12

1.10.5.	Appeal Process	13
2.	<i>ADOPTION AND AMENDMENT OF BYLAWS</i>	13
2.1.	Bylaws	13
2.2.	Process for Submitting Amendment of Bylaws.....	13
3.	<i>FINANCIAL</i>	13
3.1.	Revenue Generation	13
3.2.	Financial Planning and Control	13
3.3.	Expenditures and other Financial Transactions	14
3.4.	Documents, Contracts and Instruments.....	14
3.5.	OPA Contact Information.....	14
3.6.	Expense Reimbursement	14
3.7.	Premises Rental Policy	14
4.	<i>ADMINISTRATIVE AND VOLUNTEER LEADERSHIP POSITIONS</i>	15
4.1.	Financial Administrator.....	15
4.2.	Membership Administrator	15
4.3.	Website Administrator.....	15
4.4.	Newsletter Editor	15
4.5.	Volunteer Positions.....	15
4.6.	Event Coordinator Responsibilities	16
4.7.	Volunteer Recognition	16
5.	<i>RISK MANAGEMENT</i>	16
5.1.	Insurance Coverage	16
5.1.1.	Commercial General Liability	16
5.1.2.	Directors' & Officers' Liability	16
5.2.	Claims Reporting Procedure	16
5.3.	OPA Incident Report Form	17
5.4.	<i>SAFETY AND RISK MANAGEMENT GUIDELINES</i>	19
5.4.1.	Context.....	19
5.4.2.	Slips And Falls Prevention	19
5.4.3.	Equipment.....	19
5.5.	Asset Inventory	19
6.	<i>INTERNET RELATED</i>	19
6.1.	Places to Play Maintenance	19

6.2.	OPA Internet Site Maintenance.....	20
6.3.	OPA email Addresses	20
6.4.	OPA Google Drive.....	20
<i>ATTACHMENT A</i>	<i>CODE OF CONDUCT</i>	<i>21</i>
	OPA Pickleball Etiquette Guidelines.....	22
<i>Attachment B</i>	<i>Example OPA Website Business Requirements</i>	<i>24</i>
<i>ATTACHMENT C</i>	<i>OPA Contacts for Various OPA Legal Documents</i>	<i>25</i>

1. GOVERNANCE

1.1. Governance Responsibilities

The Board, in the performance of its duties and accountability under the Corporations Act will ensure the organization has a Mission Statement with articulated Core Values and a Code of Conduct. Upon confirming the organization's long-term Vision, the Board will be accountable for developing, annually reviewing and updating the Strategic Goals and timelines to deliver the vision. An effective system for financial planning and control and risk management will be adopted and an annual operating plan, budget and risk monitoring developed to support the achievement of the strategic goals. Policies that align with the Association's mission, vision and values and direct the Association in meeting its' legal, fiduciary, strategic and risk management responsibilities will be developed. All policies and procedures in this manual shall be reviewed bi-annually and revised as necessary.

1.2. Board Recruitment and Composition

Each year, prior to giving notice of the Annual General Meeting (AGM), the President shall appoint a Nominations Committee to review the Directors' Term of Office and make recommendations to the Board on the reappointments and/or the recruitment of new Board members. Consideration will be given to OPA members with voting privileges who are members in good standing and who have the necessary skills and/or experience to complement the governance mandate and strategic vision of the Association. Notice to members calling for nominations to fill vacant Board positions and the skills being sought to complement governance responsibilities will be circulated to members via the OPA newsletter and/or website. A Slate of Candidates for election to fill any vacancies along with a short biography of each nominee will form part of the notice circulated to Members for the Annual General Meeting. Following the election, new Board members will be oriented to the OPA Board.

1.3. Appointment and Description of Offices

Each year, at the first meeting of the Board following the AGM, the Board will elect, by majority vote, its officers for the following year. These elected positions are President, Vice President, Treasurer and Secretary. Once appointed and as directed under the Corporations Act, the Secretary will register these changes under the OPA Certificate of Incorporation with the Ministry of Consumer Services.

The President shall assume the role of Chief Executive Officer and chief spokesperson for the Association. He/She will preside over all meetings of the Members and the Board. The President has oversight responsibility to ensure the bylaws of the Corporation are upheld, reviewed as necessary and also for bringing all necessary legislated changes before a Meeting of the Members for consideration and approval. The President will also lead the board in its' strategic direction setting and ensure timely progress of the related deliverables. He/She will also chair the Nominations Committee.

In addition the President shall provide guidance to the Board governance process as follows:

- a. Foster teamwork among Board Directors and solve problems and resolve conflict that may arise;
- b. Maintain focus on issues relevant to the responsibilities of the Board;
- c. Facilitate an understanding of issues raised by Board Directors and determine how the Board will address them;
- d. Ensure that the Board behaves consistently in accordance with its own rules and those legitimately imposed upon it from outside the organization.

The Vice President will assist the President in the performance of the President's duties and other such corporate responsibilities as assigned. In the event of the President's resignation, incapacity, removal or death, the Vice President will exercise all powers of the President. He/She will also preside over all meetings of the Members or the Board when the President is absent. The Vice President will also assist the President by attending to all Board operations issues as directed by the President. The intent being to balance the workload among the Board officers.

The Treasurer shall ensure that all disbursement of corporate funds are under the direction of the Board. He/She has responsibility to ensure that full and accurate accounts of all receipts and disbursements of the Corporation are kept in proper books of account and that all the funds and other valuable effects in the name and to the credit of the Corporation are deposited in the bank as may be directed by the Board. At regular meetings or as required, the Treasurer will provide an account of all transactions and will also render the unaudited financial statements to the members at the Annual General Meeting (AGM). He/She will also undertake such other duties as from time to time may be assigned by the Board. Each year, following the AGM, the Treasurer has responsibility for updating the signing authority names and ensuring the signatures of the new signing officers are registered with the Bank of the OPA. The Treasurer also has accountability to ensure the bank account access cards are updated with the bank and are also provided to the responsible or assigned Board designates. At the completion of each June 30 OPA fiscal year, the Treasurer also has accountability to ensure the Association files a T2 Corporate Income Tax Return with the Canada Revenue Agency.

The Secretary is the official clerk of the Board. In this capacity, he/she in consultation with the President, prepares and circulates electronically, preferably a week in advance of the next Board meeting, the agenda, previous minutes and agenda materials to all Board Directors. The Secretary also has responsibility to record and properly maintain the minutes and documents of all proceedings. As the custodian of all books, papers, records, correspondence, contracts and other documents belonging to the Corporation, he/she can only deliver up such materials when authorized by resolution of the Board to do so and to such person or persons as may be named in the resolution. Each year, following the AGM and election of Directors and Officers, the Secretary has the responsibility to register these corporate changes under the OPA Certificate of Incorporation, as directed under the Corporations Act with the Ministry of Consumer Services.

The Secretary has accountability to ensure that Notices required to be given to the Members and Directors such as the AGM or a special Meeting of the Members include an agenda, previous minutes, yearend financial statements, bios of board nominees and any proposed Bylaw amendments etc. All such documents are to be issued together electronically by e-mail, not less than 30 or more than 60 days, before the meeting. The Secretary also has oversight to ensure publication of all approved Board of Director meeting minutes on the OPA Internet site no later than two weeks following approval at the next meeting. All matters of a financial or human resources nature where the desirability to avoid public disclosure is in the best interest of the affected person or party and outweighs the desirability to publish, will remain in-camera.

The role of Director(s)–at Large is to act on assigned responsibilities aligned with governance strategic directions or other duties, as may be determined, from time to time by the board.

1.4. Governance Committees

The governance committees are structured to support the Board's fiduciary and governance responsibilities and ensure the strategic and operating planning directions of the Board. The OPA may adopt the committees listed in the bylaws as they deem appropriate to meet their governance obligations.

From time to time, additional ad hoc Committees may be established, as the Board deems appropriate to support and facilitate its mandate and strategic objectives. All Committee members will serve without compensation and the Committee chair will usually be a member of the OPA Board of Directors.

It is expected that every Board member will be either an Officer of the Board; a Chair or Liaison of at least one Board committee; or both. The President is expected to hold only the role of President.

1.4.1. Appointment of Committees

The Board, using a consensus approach will appoint the chairperson and members of each committee. Where the members have identified a specific member as a committee chairperson, the Board shall appoint a Board Liaison (as described in 1.4.4 Duties of Committee Chairperson). Every effort should be made to appoint a broad sector of members with the required skill sets. The President is chair of the Nominating Committee and an ex-officio committee member on all other committees, having no voting privileges.

1.4.2. Meetings of Committees

All committee meetings will be held at such place and at such time as may be fixed by its chairperson. One half of the members of any committee will have the power to convene a meeting.

1.4.3. Minutes of Meetings

All committees will keep minutes of their proceedings, copies of which will be sent to the Secretary for filing. The results of any telephone, mail or email vote will also be recorded in the minutes of the next committee meeting.

1.4.4. Duties of the Committee Chairperson

The board delegates to the each board committee chair the responsibility for the committee activities per the OPA bylaws, vision, strategic directions and policies. The chairperson will preside over all committee meetings, be responsible for its function and for providing the Board with regular updates on the committee's activities. Where practical, each Board Committee shall present its annual workplan and budget request to the Board and then report to the Board on the achievement of the workplan and budget. The chair also provides the committee's perspective on all relevant board discussion and decisions. Where appropriate, each Board committee shall meet face-to-face with the Board at least once each year. The chairperson, unless a secretary is appointed to the committee, will be responsible for giving notice of meetings and keeping a record of its proceedings.

Where the chair is not a member of the board, a Board Liaison is identified to, at a minimum, assist communications between the chair and the board, for example, presenting the chair's perspective at board meetings / discussions where the chair is not present. The Board Liaison has the authority to direct the activities of the non-Board chair, subject to the directions and intent of the Board. The liaison is responsible solely to the board per their respective delegated duties while the non-Board chair is responsible to both the Board and the Board Liaison. In any potential overlap of responsibilities the responsibilities of the Board Liaison shall take precedence. The Liaison may be asked to attend committee meetings in a non-voting capacity either by the committee chair or the board chair (who is ex officio at all board committee meetings).

1.4.5. Communications Committee

The Communications Committee, in assisting and on the direction of the Board, has the responsibilities: 1) to pursue and manage the promotion of the pickleball in Ottawa, to recruit players to the sport; 2) to communicate with and maintain the OPA Membership; and 3) to promote the OPA professional image.

These responsibilities are achieved through various media and communication opportunities including a regular newsletter and a current website.

The recruitment of new players to pickleball includes: responding to requests for information in a timely manner; developing relations with sport clubs and other sources of pickleball recruits; using OPA communications vehicles including tournaments to attract potential players; creating methods to promote pickleball; establishing recruitment targets; and resolving barriers to recruitment and inability to reach potential recruits. The three main vehicles for reaching recruits are the OPA newsletter, OPA website; and OPA player communications, especially at pickleball locations.

The newsletter publication includes writing, soliciting, editing and proofing Pickleball related articles for publication. In broad terms, the OPA website communicates the Ottawa pickleball organization, infrastructure and processes; while the newsletter communicates items of interest to potential recruits and members such as articles on pickleball, member profiles, tidbits and tips. The Communications Committee will direct the OPA webmaster and is responsible for all OPA merchandizing.

An additional responsibility of the Communications Committee is to network with the OPA site coordinators (see Volunteer Coordination Committee for a description of this site coordinator role) in the advancement of the three Communications Committee responsibilities listed above.

1.4.6. Membership Committee

The Membership Committee, in assisting and on the direction of the Board, has responsibility for the renewal, growth and maintenance of the OPA membership as well as the repository of information and statistics regarding existing members. The Treasurer, with the support of the Membership and Financial Administrator, will have oversight accountability for the collection and accounting of annual membership dues. Specific membership tasks include: tracking all OPA memberships; creating a bring forward system to ensure easy renewal of memberships; sending a welcoming email to new members; and surveying those not renewing their membership to find out level of satisfaction.

1.4.7. Nominating Committee

The President shall appoint and chair the Nominations Committee prior to the end of each fiscal year. The Committee will review the Directors' Term of Office and make recommendations to the Board on all reappointments and/or the recruitment of new Board Directors for a designated term of office and required skill set and/or experience to complement the current team and achieve the governance mandate and strategic directions of the Association.

1.4.8. Rules & Grievance Committee

The Rules & Grievance Committee, in providing advice to the Board, has responsibility for reviewing written grievances received by the Board from a member related to OPA events, activities or its' mandate. If the Rules & Grievance Committee is not active, the President is deemed chair of the Rules & Grievance Committee.

1.4.9. Skills Development Committee

The Skills Development Committee creates and offers opportunities for players at all skill levels and with a range of experience, to continue to develop their skills. Specific tasks include: regularly assessing the skill levels of players to determine the type of instruction required; designing and implementing regular, on-going instructional opportunities for new, beginner and advanced beginner players including train-the-trainer courses to ensure an adequate supply of instructors.

1.4.10. League Director

The OPA League Director shall chair the OPA League Committee of the Board. Members of this committee could include one or more of the OPA league coordinators. The OPA League Committee mandate is to recommend to the board the number, description and participation criteria for each OPA venue or league; annually contract the necessary facilities for these leagues; ensure each league has a league coordinator fully oriented to the role; monitor and communicate to the board on the performance of each league; and address or refer to the board as appropriate any issues arising. The OPA League Director shall work with the Chair of the Tournaments Committee to identify potential new Ottawa facilities for OPA League and tournament play. The OPA League Director shall also be responsible for acquiring league equipment and asset tracking as determined by the board.

1.4.11. Special Events Committee

The Special Events Committee shall be responsible for planning, organizing, directing and controlling all OPA special events other than OPA sponsored skill-based, competitive events/tournaments. That is, special activities and events in which pickleball is either the full or partial focus, including demonstrations and open houses to assist others in forming pickleball clubs and recreational play events. Specific tasks include providing presentations to various groups tailored to their needs; creating a list of players who are interested in providing presentations; and creating special opportunities to promote the sport.

1.4.12. Tournament Committee

The Tournament Committee, in assisting and on the direction of the Board, has responsibility for the planning, directing and managing of OPA sponsored skill-based, competitive events. Specific tasks include: regularly assess the desire and interest of players, to determine the best type and frequency of tournaments; offer tournaments throughout the year; create and nurture partnerships with local community centres, Ontario Senior Games, tennis and badminton clubs, etc. that will allow opportunities to jointly sponsor tournaments; train a core group of players in the running of tournaments, so that there will always be several people who can do the work; and if appropriate, eventually be the host of a provincially sanctioned event.

1.4.13. Volunteer Coordination Committee

The Volunteer Coordination Committee supports and enables the volunteer activities through which the OPA achieves its' strategic directions, primarily the league coordinators, site coordinators and special event coordinators. Optimally, each OPA site court session (i.e., approximately two hour pickleball playing session) will have an informally self-designated site coordinator who oversees that pickleball playing session. Similarly, each league is managed by a league co-ordinator who creates the weekly assignment of player pools for each site court, including registration into the league and the collection of all league player fees. Further, each OPA special event would be put on by a group of volunteers led by an event coordinator.

The Volunteer Coordination Committee is made up of the league coordinators, event coordinators, the Volunteer Coordination Committee chair plus, informally, the OPA site coordinators. This committee will coordinate with the Skills Development Committee, Special Events Committee and Tournaments Committee to ensure there are sufficient volunteer referees and linesmen for tournaments; sufficient volunteers for hosting the special events; and sufficient volunteer instructors for skills development and new player welcome both for the present and for the future. This may include maintaining an inventory of OPA volunteers, for example, as part of the Memberships database.

1.5. Books, Papers, Records and Contracts

The Board's Secretary will be the responsible person for maintaining and holding all OPA instruments, papers, contracts, documents, Board and committee meeting minutes, along with the Certificate of Incorporation and the Bylaws. The Treasurer, with the support and assistance of the OPA Financial Administrator, if one is appointed by the Board, will be responsible for maintaining and holding all OPA financial records of account. The Treasurer also has oversight responsibility to ensure all financial transactions are processed through the OPA bank account.

1.6. Code of Conduct

The OPA, in fulfilling its Mission, is committed to providing an environment that reflects the Association's core values. All Directors, Officers, volunteers and members are expected to conduct themselves in a manner consistent with these values. The OPA Code of Conduct is presented in Attachment A along with the OPA Pickleball Etiquette Guidelines.

1.7. Conflict of Interest

Each Director of the OPA has accountability to disclose the nature and extent of any material interest, or if he/she is a party to any material interest, contract or transaction whether made or proposed, in which he/she or a relative thereof, may have a pecuniary interest and/or may gain or benefit either directly or indirectly as a result of any actions taken by the OPA. At the Board, the Director shall exclude herself/himself from such discussions and the Secretary will record the nature and extent of any such interest in the minutes of the meeting. The decision of the Board will be binding and final. This notification of a potential conflict of interest extends to a Director with a material interest communicating with members of the OPA. In these communications the Board member shall declare a potential conflict of interest to the OPA members, unless there has been a Board motion that sanctions these communications. The Board member must communicate in a way that precludes any OPA member from perceiving that the Board member is taking advantage of their Board position with a related competitive advantage over their competitors derived from their Board position.

1.8. Registration Policy

OPA league play shall be available to any OPA member in good standing. The intent of each OPA league is to group together individuals of similar skill levels so enjoyable, competitive play results. The OPA Board shall give notice of the opening date and time for league registration. Upon receiving OPA member requests, the league co-ordinator assigns registrants to the various league sessions taking into account the registrant skill level; requested participation level; and league availability for participants (spots available per session). Since this registration process is on a first-come-first-served basis, it is important that the league co-ordinator have all the necessary registration information at the time of registration.

For situations where the league-co-ordinator assesses the registrant's skill level to be inconsistent with the average skill level of the requested session, the Board may reassign the registrant to a different session, more in line with the co-ordinator's assessment of the registrants actual skill level, at a first-come-first-served basis in the reassigned session. That is, the reassigned individual would have their initial registration time in the reassigned session.

The reassigned registrant may: a) accept the reassignment; b) refuse the reassignment and withdraw the registration request, or c) appeal the reassignment to the Rules & Grievances Committee. Appeals to the Rules & Grievances Committee must be made in writing and be evidence-based, for example, include tournament results, other ladder standings, or pickleball level rating. If conclusive evidence

exists at this point, an appeals ruling will be made. All decisions of the Rules & Grievances Committee will be final.

1.9. Line Taping Machine Policy

The OPA purchased a line taping machine to put down temporary pickleball lines on Ottawa tennis courts. The rental cost of the OPA line taping machine shall be an \$80 rental charge plus a \$100 damage deposit. On a case-by-case basis this rental and damage deposit charge may be partially or wholly waived by the OPA Board.

1.10. Harassment and/or Sexual Harassment

Any form of harassment by an Officer or Director, volunteer or member of the Association, during the course of all business, activities and events will not be tolerated. Harassment is prohibited by human rights legislation in all provinces and in the extreme form can be an offence under the Criminal Code of Canada.

Harassment is defined as any behaviour or actions, visual material, unwelcome remarks, jokes, comments, innuendos, written or verbal threats and/or any conduct directed towards an individual or group that undermines self-esteem, diminishes performance, and are offensive, abusive, racist, degrading, vexatious, defamatory or malicious.

Sexual harassment is any behaviour defined as unwelcome sexual advances, requests for sexual favours or verbal or physical conduct of a sexual nature that interferes with an individual's performance, creates an intimidating, hostile or offensive environment or is the basis for making decisions that affect the individual.

1.10.1. Confidentiality

The OPA recognizes that it can be extremely difficult to come forward with a complaint of harassment and that it can be devastating to be wrongly convicted of harassment. The OPA also recognizes the interests of both the Complainant and the Respondent in keeping the matter confidential, except where such disclosure is required by law.

1.10.2. Complaint Procedure

A person who experiences any form of harassment is encouraged to make it known to the harasser that the behaviour is unwelcome, offensive and contrary to this policy.

If confronting the harasser is not possible or if after confronting the harasser the harassment continues, the Complainant should report the complaint to the OPA Event Co-coordinator who will ensure appropriate action is taken per the OPA policy including completion of the OPA incident form and appropriate written documentation by all involved parties including witnesses of the event.

If it is a OPA sponsored event such as a tournament, the OPA President or delegate if in attendance, and the OPA Event Coordinator should be immediately advised. Upon immediate investigation of the incident, the Event Coordinator must ensure accurate completion of the OPA incident form, capturing all details of the incident and names of witnesses. The Complainant and witnesses of the incident must also provide written documentation of the incident as soon as possible. All documented information must be forwarded as soon as possible to the President of the OPA.

Once an OPA Event Coordinator has received a verbal or written complaint, it is his/her role to serve in a neutral, unbiased capacity in receiving the complaint and assist in its informal resolution. If the OPA Event Co-ordinator considers that he/she is unable to act in this capacity, the Complainant shall be referred to an OPA official.

Possible outcomes from the meeting of the Complainant and OPA Event Co-ordinator:

1. It is determined that the conduct does not constitute harassment as defined in this policy and the matter is closed.
2. The Complainant decides to pursue an informal resolution of the complaint, in which case the OPA Event Co-ordinator will assist the two parties to negotiate an acceptable resolution of the complaint.
3. The Complainant decides to submit a formal written complaint to the President of the OPA, in which case the Respondent shall receive a copy of the complaint and also be given an opportunity to respond in writing to the written allegations and any written evidence submitted by witnesses.
4. The President, upon receipt of the written complaint, shall appoint an independent individual to conduct an investigation. Ideally, the Investigator should be a person experienced in harassment matters and investigation techniques. He/she shall review all written submissions and carry out the investigation in a timely manner. Upon conclusion of the investigation he/she shall submit a written report to the OPA President.
5. The Complainant and Respondent shall each receive a copy of the Investigator's report.
6. The President, upon discussion with the Board, may determine that the alleged conduct is very serious and warrants immediate suspension of the individual from the OPA. Or, the President, within 10 business days of receiving the written report, may appoint three individuals to serve as a Disciplinary Panel.

1.10.3. Hearing

The Panel shall hold the hearing as soon as possible but not more than 20 business days after the incident report is first received by the President. The Complainant and Respondent shall be provided a written notice (by courier or fax) within 5 business days advising he/she of the day, time and place of the hearing. The hearing shall be held in private and both the parties can choose to attend, shall have equal opportunity to respond to the Investigator's report, give evidence and answer questions of the Panel. Both parties may by choice, have a representative accompany them. At the request of the Panel, the Investigator and any witnesses may also be requested to attend.

The Hearing shall proceed in the absence of either or both parties. The Panel shall govern the hearing as it sees fit, provided that members of the Panel select from among themselves a Chairperson. Once appointed, the Panel shall also have the authority to abridge or extend timelines associated with all aspects of the Hearing. In order to keep costs to a reasonable level, the Panel may conduct the Hearing by means of a video or conference call. A quorum shall be all 3 Panel members and decisions shall be by majority vote including the Chair as a voting member.

Within 10 business days of the Hearing, the Panel shall present its decision to the President, with a copy provided to both the complainant and respondent. Unless the Panel decides otherwise, any disciplinary sanctions applied shall take effect immediately.

The Panel decision shall contain a summary of the relevant facts, a determination as to whether the act(s) complained of constitutes sexual and /or harassment as defined in this policy. If the Panel determines the complaint has validity, they will make a recommendation for disciplinary action against the Respondent. If the Panel determines that the allegations of harassment are false, vexatious, retaliatory or frivolous, its report may recommend disciplinary action against the Complainant.

1.10.4. Discipline

When recommending appropriate disciplinary action, the Panel shall consider factors such as:

1. The nature and severity of the harassment
2. Whether the harassment involved any physical contact
3. Whether the harassment was an isolated incident or part of an ongoing pattern
4. The nature of the relationship between the Complainant and Harasser
5. The age of the complainant
6. Whether the Harasser had been involved in previous harassment incidents
7. Whether the Harasser admitted responsibility and expressed a willingness to change
8. Whether the Harasser retaliated against the Complainant.

The Panel, depending on the nature and severity of the harassment findings in determining disciplinary sanctions, may consider singly or in combination the following options: verbal apology, written apology, a letter of reprimand from the OPA, removal of membership privileges and expulsion from sanctioned events and all OPA activities.

1.10.5. Appeal Process

The Harasser and /or Complainant have a right to appeal the findings within 10 business days of receiving the disciplinary notice. Any new information will be taken into account by a special meeting of the OPA Board members and the panel chairman. Both parties will be notified of the final decision.

2. ADOPTION AND AMENDMENT OF BYLAWS

2.1. Bylaws

The Bylaws of the OPA shall be subject to amendment and new bylaws not inconsistent with any provision of the Articles of Incorporation may be adopted by the affirmative vote of a majority of the members at a regular annual or special general meeting. Members of the OPA will be given notice of all proposed bylaw amendments in advance of the meeting.

2.2. Process for Submitting Amendment of Bylaws

Any member in good standing may submit a proposed bylaw amendment in writing to the Board. Such amendment(s) must be received in writing prior to the prerequisite time frame (30 days - 60 days) for circulation with the electronic notice of the Annual General or Special Meeting.

3. FINANCIAL

3.1. Revenue Generation

The OPA is an incorporated not-for-profit association whose main financial support is dependent on membership sales and OPA facility usage fees to carry out its' Mission. Additional resource income could include monies received through paid business advertisements and other ethical business considerations. In addition, the Board may also consider other business opportunities that align with its Mission, Values and Strategic Goals. All profits generated will be directed towards the benefit of the OPA membership.

3.2. Financial Planning and Control

The Board has accountability to plan, manage, allocate and effectively control the OPA's finances pursuant to its Mission and strategic directions while ensuring a balanced budget. Accordingly, an Operating Budget aligned with the Association's Mission and strategic directions will be developed annually and will require Board approval. A process for the approval and ongoing review of resource

allocation decisions will also be adopted. An annual unaudited Financial Statement of the Association's fiscal end of year performance will be presented at the Annual General Meeting of the members.

The current status of the OPA's financial transactions will be available on line and summarized in Financial Report format. The treasurer shall be the custodian of all books of account for OPA activities.

All written contracts, documents or instruments that require an OPA signature, will be signed by the Board approved designated Officers and will be binding upon the OPA without additional authorization. Cheques, drafts or orders for the payment of money, notes, acceptances and bills of exchange, will also be signed by these Officers.

The Board will annually review and ensure the Association has at minimum three signing authorities to assist with the management, allocation and control of the Association's financial resources. The three signing authorities will be approved from among the Directors, two of whom shall be the Treasurer and the President. The Secretary may also be appointed as a third signing authority. To accommodate geographic distance and vacation absences any two of the three signing officers approved through Board resolution can execute a signature. A fourth signing authority, a Financial Administrator with the financial expertise and knowledge of accounting practices to assist the Treasurer in fulfilling his or her role, may through Board resolution, act as second signatory for Board approved expenditures and financial transactions under \$100.

3.3. Expenditures and other Financial Transactions

All OPA expenditures and financial transactions under \$100 require two signatures, one of whom may be the Financial Administrator. Board approved expenditures and financial transactions in the amount of \$100 or greater will require two Director signatures. All expenditures of \$1,000 or more will require a resolution of the board along with the two required Director signatures.

3.4. Documents, Contracts and Instruments

The execution of all documents, contracts and instruments are legally binding on the Association. Upon Board approval by resolution, all such transactions will require the signatures of two of the Director signatories.

3.5. OPA Contact Information

There are a number of OPA legal documents which require OPA contact information (name, address, email). In response, the OPA has used the names and addresses of various current and past officers of the Board. While the onus is on these 'officers' to ensure ongoing communication with the OPA for the continued use of this contact information, they are also listed in Attachment C.

3.6. Expense Reimbursement

All Board approved expenditures for purchased goods and/or services, on behalf of the Association will be reimbursed upon presentation of the original receipt, subject to Section 3.3 Expenditures and other Financial Transactions.

3.7. Premises Rental Policy

The OPA may require the rental of premises for league play, tournaments or special events. These contracts require board approval and board officer signatures as described in section 3.4 (3.4. Documents, Contracts and Instruments). Key OPA information required to complete such contracts may include the OPA company number (1926292); and a copy of the OPA's Liability Insurance Certificate. Additional contract stipulations may include sufficient volunteers with emergency support capabilities, etc. Each such contract will require the identification of a lead volunteer (i.e., event coordinator, site

coordinator or league coordinator) who is appropriately oriented (per sections 4.5 Volunteer Positions and 4.6. Event Coordinator Responsibilities).

4. ADMINISTRATIVE AND VOLUNTEER LEADERSHIP POSITIONS

The Board, in ensuring an effective management system is in place to support the financial and membership workload, may elect to appoint a Financial Administrator, Website Administrator, Newsletter Editor and/or a Membership Administrator. These appointments are volunteer members of the OPA, with the necessary skills and experience to assist the Board in fulfilling its responsibilities. Such appointments will be reviewed annually to ensure relevance to the Board's strategic directions.

4.1. Financial Administrator

The Board may elect to appoint from its members, on behalf and on the direction of the Board, a Financial Administrator who has the education, knowledge and skills, to assist the Treasurer with the financial accounting, book keeping and banking responsibilities of the OPA finances. Fiduciary accountability and oversight is and remains the responsibility of the Treasurer.

4.2. Membership Administrator

The Board may elect to appoint from among its members, on behalf and on the direction of the Board, a Membership Administrator who has the knowledge and skills to track, update and assist the Board with the annual management, communication notices and ongoing maintenance of a membership file.

The Board will maintain and manage the confidentiality of its membership list and will not engage in trafficking or selling this list to third parties.

4.3. Website Administrator

The Board may elect to appoint on behalf and on the direction of the Board, a Website Administrator who has the knowledge and skills to coordinate, update and manage the ongoing maintenance of the OPA website. If a suitable OPA volunteer is not available the Website Administrator role could be contracted out. The detailed activities to be performed by the Website Administrator could be described in detail in an OPA website business requirements page, such as the example in Attachment B.

4.4. Newsletter Editor

The Board may elect to appoint on behalf and on the direction of the Board, a Newsletter Editor who will be responsible for editing and publishing a minimum of four newsletters a year for the OPA.

4.5. Volunteer Positions

Volunteers are a valued asset and lifeline of the OPA. As ambassadors, their contribution of time and talents are vital in supporting the OPA to fulfill its mission, mandate and strategic directions. The Association, in meeting its' risk management responsibilities, will develop a role description for volunteer position responsibilities and ensure an orientation of role responsibilities, that also address the Association's safety responsibilities, core values and code of conduct.

Volunteers who are assisting the OPA with all Association events will receive a brief orientation that includes a review of safety practice guidelines, incident management/reporting, a code of conduct, and instructions dealing with harassment or sexual abuse.

4.6. Event Coordinator Responsibilities

OPA Event Coordinators whose role and responsibilities are defined by and represent the Association at its' sponsored events will receive a brief orientation that includes oversight responsibilities for safety practice guidelines, incident management/reporting, the OPA's code of conduct, and instructions for dealing with harassment and/or sexual abuse.

4.7. Volunteer Recognition

Volunteers are important and cherished assets of the OPA. Their time and talents are vital for the OPA to fulfill its' mission and strategic initiatives. Accordingly, in acknowledging their many contributions, the Board may, in certain situations and at their sole discretion, provide a reasonable token of appreciation to recognize special volunteer contributions.

5. RISK MANAGEMENT

5.1. Insurance Coverage

The OPA carries both Directors' & Officers' and Local Community General Liability Insurance. The annual term for renewal and coverage is the OPA fiscal year from July 1 to June 30. Payment of the premium must be received prior to the first day of coverage to ensure the Association's ongoing coverage.

The Board, in undertaking the OPA's due diligence responsibilities must take all reasonable action to reduce the risk of financial loss and/or injury of others. The OPA is liable for its own actions (direct liability) and for the actions of its volunteers acting within the scope of their duties (vicarious/indirect liability).

The OPA insurance coverage does not provide for defendant costs of a volunteer alleged to have committed physical, mental, sexual abuse or harassment.

5.1.1. Commercial General Liability

The OPA policy provides coverage for bodily injury, property damage and personal injury suffered by third parties due to the organization's negligence to an aggregate limit of \$5,000,000; \$2,000,000 for personal injury; and \$5,000,000 for tenants liability.

5.1.2. Directors' & Officers' Liability

The OPA policy provides protection for allegations or claims of wrongful acts or omissions made by third parties that result in financial loss due to Board, Officer(s) and/or volunteer administrator(s) decisions. A copy and any follow up revisions to the volunteer administrator position descriptions should be provided to the Insurer for their records. All related costs, charges and expenses would be added to the aggregate Liability Limit noted in the policy declarations, along with the defendant costs, which are maxed at \$2,000,000.

5.2. Claims Reporting Procedure

Sometimes an unexpected event can result in bodily injury or property damage. The volunteer/OPA event coordinator who is the designate leader should as a first priority, ensure the injured party is administered first aid and an ambulance is called.

Once the situation is stable, the volunteer/OPA event coordinator should record the date, time, description of the incident (WHAT WHERE and WHY), age of the injured party along with his/her telephone number and home and email addresses. The name, telephone number and home and email addresses, of all witnesses should also be collected.

Additionally, the volunteer/OPA event coordinator should assess and record any contributing or hazardous factors such as footwear, eyeglasses, physical disabilities, floor surface, equipment, inadequate lighting, weather etc., which may have contributed to the incident. Photos if possible, should be taken of the location, area, flooring, its condition and anything that may have contributed to or had a bearing on the incident.

In the event of a Claim the OPA insurer, Local Community Insurance Services (LCIS), a division of Jardine Lloyd Thompson (JLT), must be contacted as soon as possible so a full investigation is completed as quickly as possible. The JLT 24 hour toll free Claims Reporting telephone number is 1-877 374 6043. The JLT fax number is 416 360 7335. An assigned representative will assist the OPA Event Co-ordinator with the process. The designated member of the OPA executive handling insurance matters should also be contacted and advised about any incident AND a copy of the incident report along with any accompanying data should be forwarded to that Board member designate either by email to the OPA.

Even if the injured person does not want to pursue a claim, information about the incident should be documented following the above directions and reported to the designated member of the OPA executive handling insurance matters. Simply reporting the incident will not negatively impact the OPA policy coverage. If the police are involved, the officer's name, badge and report number should be recorded and all damaged property be retained for inspection by the claims representative.

The OPA will ensure the Incident Report Form is posted on the OPA web site for access and download by the OPA Event Co-ordinator and/or Volunteer who will have responsibility to ensure the OPA Incident Report Form and incident management and documentation process is followed and available for use as needed at OPA events.

5.3. OPA Incident Report Form

OPA INCIDENT REPORT
OPA FORM 1 Version 1, dated Feb 2017

DATE & TIME

LOCATION

EVENT/SITE LEADER'S NAME

EVENT/SITE LEADER CONTACT INFO (ADDRESS /TELE # / EMAIL ADDRESS)

NAME OF INJURED PARTY

DATE OF BIRTH

ADDRESS

TELEPHONE NUMBER

EMAIL

DESCRIPTION OF INCIDENT (WHAT, WHERE, WHY)

CONTRIBUTING AND/OR HAZARDOUS FACTORS – Event/site leader to record here any contributing or hazardous factors such as footwear, eyeglasses, physical disabilities, floor surface, equipment, inadequate lighting, weather etc., which may have contributed to the incident. If possible take photos.

WITNESS(ES) NAME(S) - WITNESS ADDRESS / TEL # / EMAIL ADDRESS

IF POLICE INVOLVED PLEASE RECORD HERE THE OFFICER NAME. BADGE AND REPORT NUMBER

INSTRUCTIONS: The member/volunteer/OPA Event Co-ordinator who is the designate leader should: 1) , ensure the injured party is administered first aid and that an ambulance is called 2)Complete this form (write on reverse if additional space required) 3) Inform OPA by email of all reported incidents - ottawapickleball@gmail.com.

5.4. SAFETY AND RISK MANAGEMENT GUIDELINES

5.4.1. Context

The OPA, in its role of promoting the sport of Pickleball, gives first priority to the safety and well-being of all participants engaged in Pickleball activities. Safety first is a core value of the Association. All members have a role to play in encouraging players to assume responsibility for their personal safety and the safety of others.

The OPA insurance coverage requires that risk management practices be in place at all OPA events and recreational Pickleball sites where player liability insurance coverage is provided through OPA membership. Risk Management is the process of recognizing, assessing and controlling risks or hazards.

In assisting OPA Event Coordinators to identify potential hazards, the following guidelines have been developed to assess practices and control potential risks or hazards that may compromise a player's health and /or impact the OPA insurance coverage.

5.4.2. Slips And Falls Prevention

Does the playing environment have: Uneven or wet surfaces; Inadequate lighting; Poor maintenance and/or housekeeping practices If yes, for any above risks, the site manager must be notified to correct the problem. A log of reported details and any actions taken to mitigate possible injury is being maintained.

5.4.3. Equipment

Players wear court shoes with a sole designed for playing on the respective surface (indoor/outdoor).

Players check and clean any debris off their shoe soles before starting to play. o Players use Pickleball equipment (racquets/balls) designated for use on the particular playing surface.

Players take precautions to avoid risk of injury from competitive partner/opponent paddles and return rallies.

Players consider safety approved eyewear/durable lens material that conforms to CSA and/or ASTM F803 standard.

OPA event co-ordinators review with all players the above risk management expectations for their personal safety and the safety of others.

5.5. Asset Inventory

All OPA assets over \$50 in value shall be tracked and managed using an Asset Inventory.

6. INTERNET RELATED

The OPA maintains an internet site that provides members with information on what is going on, a method of contacting the OPA Board (Contact Us), notifications of upcoming tournaments, results of prior tournaments, an Ontario "Places to Play" map, access to newsletters a means of joining or renewing a OPA membership along with other Pickleball information of interest.

6.1. Places to Play Maintenance

The contents of the OPA Places of Play site will be reviewed not less than annually to ensure currency of data. Ongoing requests for updates will normally be applied within 2 weeks of receipt.

6.2. OPA Internet Site Maintenance

The OPA Board will normally approve any substantial internet site related changes (except Places to Play) prior to updates being applied. Out of date information should be purged on an annual basis. Certain routine changes (e.g. annual change to renewal screen to reference current year) will be authorized by an individual Board member, normally the Chair of the Communications Committee.

6.3. OPA email Addresses

The Web administrator will be the responsible person for management and security of the email accounts currently used by the OPA General, Tournaments Committee, Skills Committee, League Director.

6.4. OPA Google Drive

The Secretary maintains a copy of all official OPA documents, including PDFed emails, in a formally indexed document structure on the OPA Google Drive. The Treasurer maintains the annual OPA budget and actuals reporting on the OPA Google Drive. The Website Administrator maintains the memberships registration and session registration processes in place on the Google Drive and OPA website.

ATTACHMENT A CODE OF CONDUCT

Preamble

The Ottawa Pickleball Association (OPA) has a responsibility to its members for defining the appropriate code of conduct of OPA members in playing pickleball at OPA and non-OPA facilities and events. It is hoped that the resultant pickleball behaviour by OPA members will serve as an example to non OPA pickleball players and supporters.

OPA Code of Conduct

It is essential that Ottawa Pickleball Association (OPA) members and volunteers embrace the Pickleball Association of Ontario values of respect, fairness, integrity, honesty, transparency and safety. As such, the OPA aim is to provide all participants at OPA events with a safe and enjoyable atmosphere.

Any person involved in an OPA sponsored activity (participant, official, volunteer, coordinator, representative of the OPA or spectator) is expected to:

1. Treat everyone with courtesy and respect within the context of pickleball, regardless of gender, place or origin, colour, ethnicity, religion, political belief, economic status or ability. This requirement prohibits any form of harassment or discrimination and the use of profanity.
2. Exhibit fairness and honesty, follow proper pickleball etiquette and safety guidelines on and off the court and encourage others to do the same.
3. Not engage in any behaviour or actions that would or could intimidate or endanger themselves or others or cause damage to the equipment or facilities being used.
4. Not attempt to play while under the influence of alcohol or recreational drugs.
5. Abide by the International Federation Pickleball (IFP) rules and regulations.

Violations of the Code of Conduct by OPA members may result in disciplinary action by the OPA Board ranging from a simple warning to immediate or future suspension or expulsion from the game, league, program and/or a revocation of membership.

The Ottawa Pickleball Association (OPA) has a responsibility to its members for defining the appropriate code of conduct of OPA members

OPA Pickleball Etiquette Guidelines

1. Treat all players with courtesy and respect.
 - a. Begin each game by acknowledging the other players, introducing yourself if you don't know them. At the end of each game, find something positive to say to the other team at the net.
 - b. When entering the facility, avoid disrupting games that are in progress.
 - c. Do not make inappropriate personal comments to or about other players.
 - d. Return the ball to an opponent by hitting it to them over the net, ideally on one bounce.
 - e. Do not play past your scheduled time even if you are in the middle of a game.

2. Treat the facility and equipment with respect.
 - a. Wear clean court shoes that will not mark the floor.
 - b. Help to keep the courts and building as clean as possible.
 - c. Treat the balls, net, and paddles carefully - they are all susceptible to damage.

3. Play fairly and encourage others to do so.
 - a. Competition is one of the joys of sport but should never be an obstacle to having fun.
 - b. Rotate on and off the court in such a manner that everyone has equal playing time.
 - c. Announce the score loudly and clearly before serving so that it is known to everyone.
 - d. Do not take advantage of an opposing team whose skill level may be lower by running the score up. One-sided games can be used to practice different shots.
 - e. If you are the strongest player of the four, play to the weakest players in a way they can handle and learn from.
 - f. Do not celebrate points excessively or degrade the opposition when they miss a shot.
 - g. Where play is organized by 'skill level' the intent is for participants to all be at the defined comparable skill level.
 - h. Where play is organized as 'open' the aim should be a balance of levels made up of players of similar skill level allowing for more competitive play; **and** players of differing skill levels enabling the stronger players to assist in the skills development of the weaker players. In the spirit of good sportsmanship, players of similar skill levels should not preclude players of other skill levels from integrating with them.
 - i. If you step into the kitchen on a volley, or if your partner does, call it on yourself. Be very cautious about calling kitchen or serving faults on others.

4. Play safely
 - a. Call 'ball' when the ball from your game enters or goes behind an adjacent court that is occupied, then wait for it to be returned.
 - b. In order to return a shot a player may enter onto an adjacent court but should do so as safely and briefly as possible, using good judgement.
 - c. Do not intentionally hit the ball at someone in a manner that could cause injury.
 - d. Don't overplay your current physical condition. Stretch before and after playing.
 - e. If you are crossing an active court to get onto a vacant court or to leave a court, wait until their current point is over. Ask them for permission to cross their court.
 - f. If you are near your partner with an overhead slam opportunity where you may hit them, stop play. Let the ball drop. Lose the point. Do not hit your partner. Stay conscious of where they are.
 - g. When going backwards for a lob, turn and run backwards, don't shuffle backwards.

- h. Don't dive for balls.
5. Know and follow the rules of the game. Line calls:
- a. Players are expected to make all of the line calls on their side of the court.
 - b. If a team cannot decide on a line call then the benefit always goes to the opponent.
 - c. Players cannot claim a 'let' (replay) because the ball was not seen.
 - d. An opponent's opinion can be requested, and, if the opponent says the ball was "in" or the opponent could not see it, the ball must be declared "in".
 - e. Spectators should not be consulted on any line calls.
 - f. In doubles play, if one player calls the ball "out" and the partner calls it "in," then doubt exists, and the ball must be declared "in" (except that any player may appeal a call to the referee in an officiated match).
 - g. If the ball is out, and it's on your side, call it out. If it's close, give the benefit to your opponent. This is hard to do when the game is close but do it anyway.

ATTACHMENT B EXAMPLE OPA WEBSITE BUSINESS REQUIREMENTS

The purpose of the OPA website is to enable achievement of these four purpose statements by 1) promoting pickleball in Ottawa including, recruiting players to the sport; 2) communicating with and maintaining the OPA membership; and 3) promoting the OPA professional image. In particular the website audience includes: OPA members registering for league play, clinics and workshops and looking for suitable (OPA and non-OPA) drop-in places to play; beginners looking for lessons and places to play; and non-OPA members looking for suitable places to play.

The OPA has developed a Wordpress website. The main menu currently consists of 6 tabs and sub-menus of an additional 15 tabs plus links to about 30 pages of content, excluding the newsletters, a downloadable rule book, and the planned addition of about 40 governance documents. There is a map of places to play pickleball and an indexed lookup on the news tab. There is a monthly calendar of where to play pickleball in Ottawa. Most of the content is in English. The website is integrated with OPA membership, registration and financial functionality on the google drive that must be maintained.

The OPA would like the website to become more professional, easy to maintain and easy to use. The business requirements are:

- The preferred website platform is and shall be Wordpress.
- The website structure shall be in English (e.g., all menus and tabs) but the content may be in both English and French.
- Navigation within the website should be intuitive and straight-forward whether an OPA member, OPA volunteer, non-OPA pickleball player or potential pickleball player.
- All the existing content shall be maintained (navigation, format etc., is expected to be improved).
- The Calendar shall be restructured to present the available Ottawa pickleball locations and times for a given week, differentiated by locations provided by: 1) the OPA, 2) club memberships, or 3) other non-OPA (predominantly City of Ottawa) locations; each presented in alphabetical order by facility name. Maintenance of one week of the calendar should include the capability to replicate each change across a range of weeks.
- Membership registration shall continue to populate the membership database.
- It is critical that the league registration system be retained. This includes the generation of google drive registration worksheets from the online OPA session registration process and their linkage to the OPA financials. Payment by PayPal and payment by credit card should also be enabled.
- The website shall include OPA pickleball league registration functionality including the automated transfer of registry information to the OPA Google Drive financial accounting
- The website shall use the requisite social media, expanding on the existing Facebook component (e.g., Twitter and Instagram).
- The resulting website content must be updateable by an OPA volunteer who has no website experience, and any required training must be part of the final cost.
- Requisite ongoing maintenance of the OPA website shall be included in the pricing.
- The implementation plan shall include client sign-off of the design, testing and installation stages.

ATTACHMENT C OPA CONTACTS FOR VARIOUS OPA LEGAL DOCUMENTS

The list of OPA legal documents with 'officer' contacts includes:

- Luc Germain – hostpapa domain name (file id:)
- Penny Slater – Consumer and Corporate Affairs (file id:)
- Don Thompson – Insurance (file id:)
- Evelyn Eldridge/Luc Germain – School permits (file id:)