



**Pickleball Canada 2023 Annual General Meeting
June 28, 2022
Election of Directors - Nominee Information Package**

Nominee Name: Bryan Merritt

Nominee Letter of Intent:

This email, supported by the attached nominee application, consent form and resume as my letter of intent to stand for election to the PCO Board of Directors. From my resume, you will see I have gained considerable experience in the last year and a half with Pickleball Ontario and had considerable success in governance matters, including bylaw modernization, policy development and working as part of a team to modernize our organization. We have had great success in providing value to our members. You also see that in my professional career with the Ontario Public Service as a senior manager, I have had leadership roles related to operations, governance and program development.

Please note that I have reviewed the information package and consent to my name and personal information I have been released as provided for in the nomination and election process. Further, I have reviewed the requirements of the director and eligibility and confirm I am willing to accept the responsibilities and that I meet ALL of the eligibility requirements set out in the information package.

I look forward to the AGM and the opportunity to work to modernize PCO to a national sporting organization.

Bryan Merritt

Nominee Resume:

EMPLOYMENT HISTORY

October 2022 to Present – Vice President of Pickleball Ontario

This is a volunteer position with this Non-Profit Sporting Organization. I am a Board Director, hold the office of Vice President and of the Governance Director. In my role, I provide leadership to the Board relative to programming, administration, and governance. Over the last year and a half, I lead the modernization of the PO bylaws, including drafting the articles and the process to get them ratified by the members. I have also led updating and development of various policies, including the membership policy, complaint policies and will be developing the new voting process. I have led the work planning process to develop a practical approach to developing and implementing programs, and developed manuals to provide the basis and direction for administering programs such as the Championship Tournament Series.

November 16 to August 2019 – Manager of Provincial Operations, PM 21, Ministry of Environment and Climate Change, Thunder Bay/ North York

In this role, I was responsible for leading a management team, investigators and support staff to deliver a risk based model of investigative services for the Ministry of the Environment and Climate Change.

- manage human resources to support investigative service delivery including performance, career development, succession planning, labour relations

- provide for technical and professional training on a program level
- Undertake strategic planning
- Manage high profile and politically sensitive investigation and related issues
- Facilitate the transition of investigative services for Parks and Endangered Species to the Ministry of Environment Conservation and Parks

Advise and brief senior managers on sensitive investigations and make recommendations in the management of regulatory issues and developing innovative compliance approaches to address compliance issues and offenders.

In my current role, I led a project team to re-engineer the investigative service delivery model, including developing policy direction and working with a software development team to develop and supporting software system. This initiative is a ministry priority and requires regular reporting and briefing with senior management.

Jan 13 to November 2016 – NW Regional Enf. Operations Manager, PM 20, MNRF - Thunder Bay

I was responsible to lead delivery of an natural resource enforcement and compliance program across the MNRF Northwest Region with a team of approx. 60 staff that included field officers, 6 managers, trainers and a prosecutor.

- Developing and implementing a risk based compliance and enforcement plan to include all program area.
- Assessing program delivery against planned operations and performance criteria, and team performance across the region.
- Monitor and ensure fiscal allocations and expenditures provided for district programs and make adjustments as necessary.
- Managing supporting programs including prosecutions, use of force training and tactical operations.
- Working with stakeholders, including first nations to enlist support for resource management and enforcement.
- As a part of the leadership team, represent regional needs into the provincial operations plan.
- Manage employee relations across the region and ensure operations were being conducted in accordance with the Ontario Health and Safety Act.

Aug 2015 to Apr 2016 – Provincial Enf. Operations Manager, PM 21, MNRF – Peterborough, Ontario

In this role I was responsible to provide strategic leadership to the delivery of natural resource enforcement operations in the province.

- Provide leadership/direction to approx. 250 field staff including field officers, District, and Regional Managers, Canine program staff, trainers, prosecutors and administrative assistance.
- Ensure operations conducted in compliance with approved plans, collective agreements, approved performance criteria.
- Establishing annual training priorities for officers and other staff.
- Respond and manage program safety including responding to arising issues.
- Work with other branch teams to identify and allocate financial resources and other resources.
- Represent field interest and participate in developing organizational priorities as part of senior leadership in the branch.

May 2008 to Nov 2016 – CALEA Accreditation Project Manager PM-21, Ministry of the Environment (MOE), Investigations and Enforcement Branch (IEB) - Thunder Bay

As the Accreditation Manager I am responsible for leading and managing the accreditation initiative undertaken by the Investigations and Enforcement Branch. I am responsible for:

- Undertaking an analysis of the organizational design, service delivery processes, functional support, and business systems identifying gaps, developing and recommending approaches in order to meet accreditation standards.
- Managing initial project planning and application process which requires submission of a comprehensive information and application package, presenting briefing materials for senior management and preparing a communications plan.
- Leading the development of strategies to address policy and procedural needs in all areas of branch business.
- Part of the project undertaking is an extensive development and modification of branch policies including developing a new system.
- Managing project staff to undertaking policy development initiatives associated with accreditation and in managing the accreditation process. This includes; providing direction, performance management, training and development reporting, and priority setting.
- I am also responsible for developing and implementing an Information Management project related to MOE's Enterprise Information Management Pilot Project.

August 2005 to April 2007 – MOE, Investigations and Enforcement Branch, Regional Supervisor-Northern Region (PM-20)

Responsible for all aspects of managing the delivery of investigative services within the Ministry's Northern Region including: evaluation and assignment of matters for investigation, supervising investigations staff, securing equipment, monitoring and reporting the status of investigations, approving the use of special techniques to ensure timely completion of investigations and that outcomes are consistent with ministry objectives and briefing senior management on issues arising from investigations and prosecutions;

June '96 to August 2005 – Enforcement Supervisor TM-17, (Excluding Acting Assignments), Ministry of Natural Resources (MNR) – Dryden

- Delivering all aspects of the District enforcement program pertaining to Fish, Wildlife, Forests, Fire, Lands and Waters including planning, financial management, preparation of operational plans (Compliance Plans, Enforcement Work Plans), preparing budgets, preparing equipment funding submissions and expenditure management;
- As part of the District Management Team, participate in providing overall leadership within the District, setting compliance and enforcement direction, and participate in providing broader management direction related to Health and Safety, Contingency Planning (for labour disputes), Emergency Response Planning;
- Supervise 6 Conservation Officers and 4-6 Deputy Conservation Officers located in the Dryden District and Ignace Area Office by assessing Performance Management, investigating officer conduct complaints, assessing and administering discipline, ensuring appropriate training and compliance with Policy and Health and Safety, monitoring and approving project plans and daily operations, develop work schedules and dealing with day to day issues;
- Undertaking investigations as a conservation officer and manager that are sensitive in nature e.g. political, involve MNR staff, etc.;
- Participate in Regional and Provincial committees related to enforcement, resource management and provide outreach for other Ministries and agencies (e.g. OPP)

Sept. 02 to Feb. 04 – Advisor: Forests, Fire, Aggregates, Lands (APA -19), MNR Enforcement Branch (Field Services Unit)

- As part of the Enforcement Branch Field Services unit, I was responsible for leading program policy development by identifying gaps, undertaking policy revisions, and

developing new policy to meet existing program demands - large policy initiatives included revising the Forest Compliance Handbook and the Fire Compliance Handbook;

- As part of the Enforcement Branch Policy Leadership Team, I participated in reviewing, and providing input into all aspects of Enforcement Branch Policy.
- Developed and proposed legislative amendments for Acts to address emerging resource issues;
- Provide advice and interpretation to senior management, field staff and counterparts regarding program legislation, policy and recommended strategies to deal with various issues;
- Interpret broader government and case law direction as it applied to MNR Programs and proposed modifications to improve program integrity (e.g. modifications to the Forest Compliance Program relative to separation of the Investigation/Inspection functions undertaken);

Jan 2000 - July 2000 – Acting Area Supervisor – Red Lake North, MNR Red Lake

Administered delivery of multi-program resource management program within the Red Lake North administrative area including Forests, Fish, Wildlife, Water, and Lands;

September 1992 - June 1996 – Compliance Specialist, Moosonee, Cochrane, and Dryden Districts

- Provided advice and direction to the District Manager, 6-8 Conservation Officers, 4 Area Supervisors and 4 Area Teams on compliance and enforcement related matters;
- Identified training requirements for 6-8 Conservation Officers and staff and coordinate training programs such as firearms training, and self defense training;
- Organized and conducted specialized enforcement projects
- Conducted prosecutions, liaise with courts, review crown briefs, maintain supply and control of court documents, and enlisted the assistance of Crown Attorneys for legal matters and involved prosecutions;
- Attended public meetings on behalf of Ministry to explain programs and initiatives and enlist the cooperation of client groups on a variety of compliance issues. Much of this interaction was with the 6 remote First Nations Communities on the James and Hudsons Bay Coasts;

January 1989 - September 1992 – Conservation Officer, OMNR Moosonee, Ontario

- Conducted enforcement patrols within the district to detect violations and ensure compliance with the Game and Fish Act, Migratory Birds Convention Act, the Fisheries Act, and the Ontario Fishery Regulations. Because of the vastness and isolation of the area, most patrols involved the use of various rotary and fixed wing aircraft. Boats and snowmobiles were also used, especially for patrols in the vicinity of Moosonee. Enforcement of legislation pertaining to waterfowl, moose, fur, non-game and The Hudson Bay Lowland brook trout were important priorities in the Moosonee Enforcement program;
- Provided assistance, investigated, and gathered intelligence regarding violations of all aspects of natural resource legislation such as the Public Lands Act, the Lakes and Rivers Improvement Act, and Provincial Parks Act;
- Prepared crown briefs, giving evidence in court, and prosecuting cases on behalf of the Ministry;

June 1988 - January 1989 - Fish and Wildlife Management Technician, OMNR Fort Frances, Ontario

Implemented fisheries programs conducted in the district. In doing so, I organized various projects and supervised an unclassified RT-2 and various other staff. As part of my duties, I

was required to assist in planning and scheduling of fisheries projects and work as a Deputy Conservation Officer. I was also responsible for conducting the District Walleye Rearing Program. Also I conducted work permit inspections, and worked independently as a Deputy Conservation Officer.

September 1987 - June 1988 – Wildlife Technician/Acting Wildlife Management Officer, OMNR Napanee, Ontario

Prepared and implement wildlife inventories, hunt surveys, and management programs such as: winter deer concentration surveys, wild turkey mail surveys and migratory bird surveys. This involved enlisting the cooperation of various private organizations;

Apr.'86 - Sept.'87 Fisheries Technician, Ministry of Natural Resources Fort Frances, Ontario

As one of the senior contract fisheries technicians, I was responsible for all aspects of the District Walleye Rearing Program; Implementing fisheries management and assessment programs; participating in all aspects of the District Enforcement Program as a Deputy Conservation Officer; undertaking wildlife surveys such as Aerial Moose Inventories.

January 1986 - March 1986 – Metro Toronto Conservation Authority: Stream

September 1984 to April 1985 – Survey Technician

1982, 1983, 1984 - Ministry of the Environment Environmental Technician

EDUCATION

September 1981 - May 1984

Fish and Wildlife Technology and Fish and Wildlife Technician Diplomas received Sir Sandford Fleming College, Lindsay