

2020
STRATEGIC
PLAN
ideas for today & tomorrow

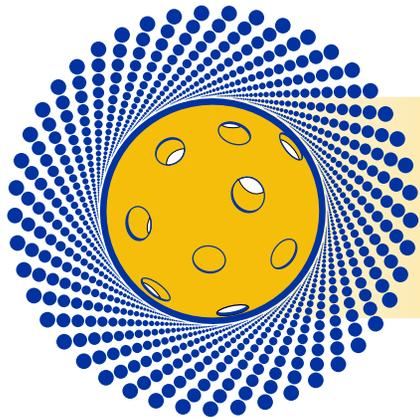


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executive summary

The Board of Directors of Pickleball Alberta (PA) has a vision to become a recognized Provincial Sports Organization (PSO) by the year 2023. Kirk Jensen, President Pickleball Alberta has made the creation of a Strategic Plan a priority for the year 2020, and called for a Vision 2020 Conference which was held in Red Deer on June 20th, 2020.

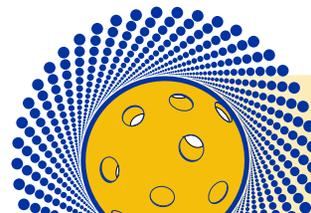
As a result of the Conference this strategic plan (Strategic Plan 2020) was created through a process involving the PA Board of Directors, considering both a short term three year plan and a longer term view of attaining recognition by Alberta Sports Connection (ASC) as the governing organization for the sport of Pickleball in Alberta. Strategic Plan 2020 will enable PA to fulfill the ASC requirements for PSOs allowing us to participate in and receive funding from the provincial government once we are approved.

Over the years, PA has developed policies to provide clarity and transparency for athletes and stability of administrators. Each of the committee chairs have embarked on a thorough review and have identified the need for a comprehensive approach to sport development through coaching and officiating.

Strategic Plan 2020 seeks to grow PA membership through affiliation with municipal pickleball clubs and non-affiliated organizations within the province of Alberta. In doing so, PA will follow the provincial sports zone model already in existence for all sports in the province. Our priority is to: engage players of all levels and abilities; build a strong grassroots base; provide programs for players of all ages, skill abilities and skill levels while enabling our strong and smaller pool of elite athletes.

PA will operate under a transparent, accountable governance model and a strong operational structure in the attainment of our goals and objectives and in seeking additional funding from a range of sources.

In conclusion, Strategic Plan 2020 is the first step in building a stronger organization that will facilitate the growth and development of the sport of Pickleball in Alberta in collaboration with individual members, affiliated clubs and Pickleball Canada Organization (PCO).



history of Pickleball Alberta

In the fall of 2015, Val Vollmin, President of PCO approached a small group of Alberta pickleball players to look at the possibility of establishing a Provincial Sports Organization (PSO) for the sport of Pickleball. As part of PCO's strategic planning and goal to become the National Sports Organization (NSO) for Pickleball, it was necessary for a PSO to be formed in Alberta and affiliate with PCO.

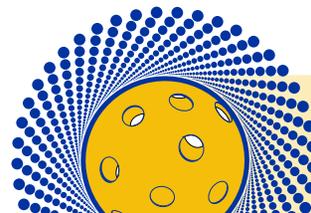
The initial team was Beverley Walker (then President of Calgary Pickleball Club), Brenda Feser (then Treasurer of Red Deer Pickleball Club), Dave Hesje (Camrose) and Ilsa Wong (Lethbridge). During the winter of 2015 this team consulted with all known pickleball clubs and groups in Alberta and found that there was support for the formation of a PSO.

In April 2016 an application was made to the Alberta government for PA to become a non-profit society. This application was signed by individuals from five different communities in Alberta. Most signatures were obtained at the High River tournament.

On June 25, 2016 at a tournament in Calgary, the formation meeting was held courtside during a rain delay. Val Vollmin addressed this meeting as President of PCO. The following officers were elected: President – Bev Walker (Calgary); Vice- president – Doug Fogg (Edmonton); Secretary – George Frohlich (Calgary); Membership Director - Brenda Feser (Red Deer); Communication Director – Brian Popowitch (High River); Director at Large – Mike Cooper (Edmonton). Later the Treasurer position was filled by Trevor Burndred (High River).

The new Board met in Red Deer on July 28, 2016 to undertake some initial planning and from that the Mission/ Vision/ Values were developed. Some of the early issues included:

- ❖ How PA and PCO would work together.
- ❖ How PA would work with clubs and communities to develop the sport of Pickleball in Alberta.
- ❖ Proposed provincial zone organization and governance.
- ❖ PA membership year, fee and membership application process.



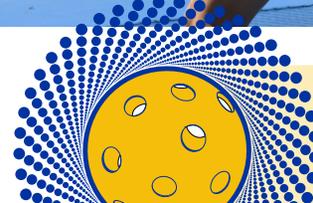
history of Pickleball Alberta

PA developed with the full support of several organized clubs in Alberta. Special acknowledgement goes to the Calgary Pickleball Club, Edmonton Pickleball Club, Parkland Pickleheads and Red Deer Pickleball Club who made financial donations to PA to cover initial start up costs.

The following table is a summary of membership growth and number of affiliated clubs. The membership year was established as May 1 to April 30. In order to allow clubs to realign their membership years with this period, the first PA “year” ran until April 30, 2018.

Date	Members	Affiliated Clubs
2016-12-30	139	1*
2017-04-30	2100	14
2018-04-30	2934	21
2019-04-30	3400	22
2020- 40-30	4289	22

*Red Deer Pickleball Club was the first club to affiliate with PA in October, 2016

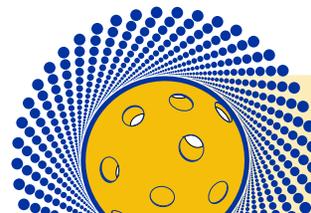


mission, vision, values

Mission: Pickleball Alberta serves as the provincial governing body to promote pickleball for everyone.

Vision: Pickleball Alberta promotes and develops pickleball as the fun, active sport for all through our members, clubs and communities.

Values: Fun / Transparent / Open-Minded / Inclusive / Caring / Respectful /Active for Life.



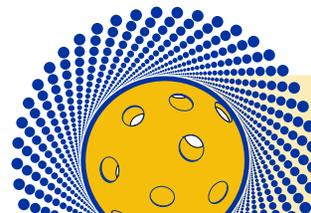
S.W.O.T. analysis

Strengths

- ❖ As exemplified by PCO's slogan and brand we are "A sport for all / Un sport pour Tous". Pickleball is inclusive and accesible. It is a non-contact sport which promotes healthy and social interactions.
- ❖ The participation in the sport of Pickleball is determined by ratings which allow participants to play at their own level of skill and competence, thus enhancing participation and enjoyment of the sport.
- ❖ We have a strong Board of Directors supported by a strong base of volunteers.
- ❖ PA has strong contingent of competent tournament organizers.
- ❖ PA already has a several USAPA Level 3 Certified Officials.
- ❖ Several members are already NCCP certified coaches in other sports.
- ❖ Pickleball is the fastest growing sport in North America with an estimated 3,000,000 players, growing by more than 10 percent each year for the past decade.

Weaknesses

- ❖ Being a non-profit organization in its developing stage, PA does not have a permanent staff. The reliance on volunteers for the day to day management puts a toll on Board and committee members' retention.
- ❖ Need to expand inclusiveness for youth and disabled athletes.
- ❖ Website and social media platforms allow access by the general public.



S.W.O.T. analysis

- ❖ Pickleball started as a recreation sport for mainly players in their 50's and older. Injuries and health issues in older players cause a gap in the retention process.
- ❖ Sustainability is a problem which needs to be look at immediately. The past growth cannot be sustained.
- ❖ There is a significant shortage of facilities across the province.
- ❖ Lack of steady funding is an issue as the sport grows. Membership fees cannot be the sole source of revenue as costs and delivery of programs increase.
- ❖ The lack of a proper Canadian rating system and the need to participate in tournaments to get a rating is a cause of angst at the club level.
- ❖ Membership management system for Clubs is fragmented; membership information is received online and by manual upload.
- ❖ No NCCP recognized coaches

Opportunities

- ❖ PA has the opportunity to work with Alberta Parks and Recreation to access funds for its programs.
- ❖ PA must work with potential sponsors in a long-term relationship to promote the sport.
- ❖ PA must take a more active role for its local and provincial tournaments.
- ❖ PA must promote more age group events by ratings to encourage greater participation of both younger and older players.
- ❖ PA, in partnership with PCO, must start developing its own coaching system which is compatible with Sport Canada Rules

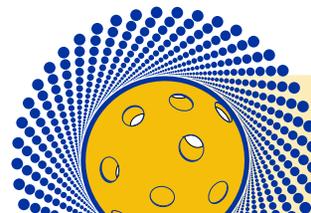


S.W.O.T. analysis

- ❖ PA, in partnership with PCO, must start developing its own rating system which is compatible with its membership
- ❖ PA and its affiliated clubs must work with local governments and other organizations to build more facilities.
- ❖ PA must increase its media presence to promote the sport
- ❖ PA should work with and support its club affiliates to add value

Threats

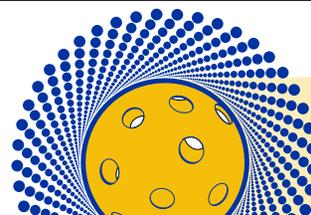
- ❖ As the sport of Pickleball grows, the reliance on U.S. organizations and platforms is a threat to true Canadian development of the sport.
- ❖ Non-affiliated clubs and organizations (community recreational centers, private clubs) are developing and running programs.
- ❖ PA will need to examine and analyze what is best for the sport in Alberta with regards to any future program development and membership management.
- ❖ Many companies are monetizing the sport, either by creating technological platforms that manage the running of tournaments and ratings, and thus increase administrative costs.
- ❖ Covid 19 and the dwindling of PA's older membership must be addressed by developing younger players.
- ❖ Government control of land and facilities is a threat to expansion.



Alberta Sports Connection (ASC) Criteria

What we have achieved:

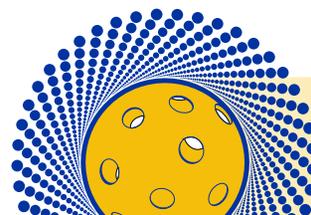
SPORT ASSOCIATION DEVELOPMENT PROGRAM CRITERIA	PA STATUS
An association must be incorporated under appropriate Alberta Legislation for a minimum of three (3) years prior to seeking financial support through the ASC's Association Development Program. This will be demonstrated through submission of financial records, bylaws, membership information and the appropriate incorporation records.	Have met 3-year requirement. Have not submitted records to ASC
The Association must comply with all regulations and any applicable Alberta Legislation. Such legislation may include but is not limited to the Alberta Societies Act and the Personal Information Protection Act (PIPA).	Complied with Societies Act
The Association must declare in its bylaws, and demonstrate through its activities, that its services are provincial in nature and scope without duplication in services; that it provides participant and leadership opportunities for all Albertans. Associations must submit a copy of their officially registered bylaws to the ASC.	Bylaws have met this standard
The Association's planning and operations must contribute to the mission and core businesses of the ASC.	PA is aligned with ASC mission/ core business
The Association's governance structure must be led by volunteers who are elected in a democratic manner	Met
The Association must have a minimum of 500 individual members or have 5 member-clubs with a minimum total membership of 500 individuals within those clubs. Such membership is tracked by the payment of a fee, either directly or through an affiliated organization or club. Membership information must be verifiable from the Association's records and database. Note: Provincial sport or recreation associations with a primary mandate to serve low income Albertans or Albertans with disabilities are excluded from this clause.	Met
The Association communicates regularly with its membership.	PA communicates to individual members through member clubs, the PA website, Facebook and regular email newsletters from the President



Alberta Sports Connection (ASC) Criteria

Still to accomplish:

SPORT ASSOCIATION DEVELOPMENT PROGRAM CRITERIA	PA STATUS
The Association must comply with legislation may include but is not limited to the Alberta Societies Act and the Personal Information Protection Act (PIPA).	Need a review of PIPA.
The Association must declare to the ASC that the following policies are in place: a) Harassment and Abuse Policy b) Dispute Resolution Appeal Policy/Mechanism/Process c) Conflict of Interest	Need to address these policies. Have PCO policies as a guide.
The Association must submit (for review purposes only): a) A 3 to 5-year Strategic Plan setting out the Association's ongoing planning and evaluation process, and including annual key performance indicators. b) A summary/evaluation of Association activities including measurement of key performance indicators..	Need to develop strategic plan.
The Association ensures equitable access for all Albertans.	This needs some understanding of "equitable access". Particularly, youth, persons with disabilities etc.
The Association complies with applicable national leadership standards such as those exemplified in the National Coaching Certification Program	This cannot be confirmed until PCO Coaching / instructor training program is completed.



objectives and goals

Objectives

Understand member's needs and desire to participate in the sport of Pickleball in a safe, inclusive manner in both recreational and competitive events and including training, coaching activities.

Create programs to fulfill the desired values and benefits which include an effective insurance program, comprehensive ratings system, membership and tournament registration systems, access to updated rules and qualified coaches and officials.

Communicate to members and clubs to establish and cultivate an effective relationship with PA to inform and reinforce the values and benefits of membership. Communication to take the form of direct and indirect approaches.

Deliver on PA's commitment to govern the sport of Pickleball. This requires that members have the opportunity for a place to play, to take part in recreational and competitive events, to become coaches, referees and officials to purchase a membership that provides value at a reasonable price.

Goals

The overarching goal of PA is to govern the sport of Pickleball in Alberta through the provision of its programs, leadership and support for its affiliated clubs. Ultimately, in order to achieve this PA must meet the requirements set out for PSOs by the ASC.



objectives and goals

President Goals

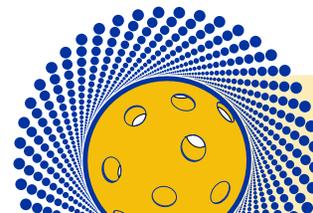
Goal	Objective	Strategy
Board Succession Plan	To continue the momentum of current Board and not lose initiative that have been established.	Communication to members at large to appeal to a larger pool. Make sure current Board is professional so it appeals to members. Timeline: by 2020 AGM
Ensure that members are playing in a safe, fun and inclusive environment	Increased coaching, communication, promote relationships between clubs.	Regular conference calls with clubs. Timeline: every 6 weeks starting July 15, 2020
Obtain PSO status with ASC	Meet all criteria for PSO	Work with PCO and other associations to gather existing information. Timeline: Q2 2022 Implement required organization policies using PCO policies as guide Establish regular communications with ASC re PSO approval and funding options



objectives and goals

Competition Goals

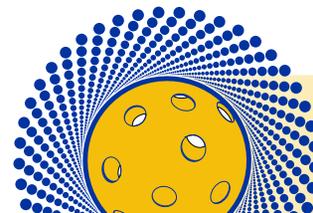
Goal	Objective	Strategy
Hold more events	Work with clubs to obtain more events. Train volunteers on how to host a tournament.	Reach out to top players to organize clinics prior to club tournaments. Timeline: Summer 2021 Train on pickleballtournaments.com or other software (e.g. pickleballracquets.com).
More volunteer participation	More people trained at local level to organize and manage events.	Recruit members at existing events to work on PA initiatives.
Encourage interclub events	Create more interaction and regional competition.	Sponsor an interclub trophy/ medals. Develop guidelines and format for interclub events. Interclub events by regional zones ... possibly leading to AB champ. Timeline: Announce at AGM for Spring 2021 interclub play to start.
Work towards Team Alberta	Establish a provincial champ by age and skill.	Establish a provincial point system based on PA recognized competitive play results. Timeline: Establish a working committee by Summer 2021 work towards 2022 start



objectives and goals

Officiating Goals

Goal	Objective	Strategy
Train Officials	<p>Have 50 members to take level 1 test by December 2020.</p> <p>To certify 20 level 2 by July 2021 6 months at level 1 plus 15 tournament matches plus write a level 2 test (discretion for 2021)</p> <p>To certify 20 level 3 by 2023 (2 yrs as level 2 and 30 tournament matches)</p>	<p>Establish a provincial committee to coordinate officials development. (north central and south). Timeline ... done</p> <p>Communication to club representatives. Members to register with Trevor (PA) Timeline .. done</p> <p>Develop a plan for event and tournament matches that will qualify 20 officials pass level 2 test by April 2021 Commitment by level 2's to qualify for level 3 Timeline: 35 level 1 and 20 level 2 for July 1, 2021</p>
Pay officials to provide incentive to refs for development and add to the quality of the game.	Develop an officials pay structure based on level that is recommended / endorsed by PA	<p>Pay for officials is a tournament expense. Proposed fees \$5 for 1 and 2. \$7 for 3. Timeline: Finalize pay structure and announce at 2020 AGM</p>
Head referee for tournaments	Have 5 qualified Head referees by 2023	Encourage Tournament Directors to run as many tournaments as possible until 2023



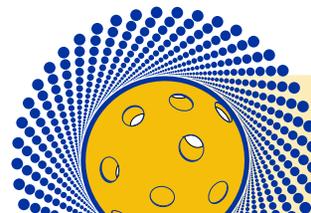
objectives and goals

Technology Goals

Goal	Objective	Strategy
To work with communications to improve the website	Improved content	Keep up to date with any new technology and social media platforms.
Develop a common page on the PA website for each club	Develop a common page for consistency Establish a process for maintaining the club contact list	Communicate website and offer to put a page on the PA site (based on a template) Timeline: by AGM 2020

Communication Goals

Goal	Objective	Strategy
(Appointed 08/18/2020) Increased visibility in the media	To have a central person to manage communications for PA ... bulletins, website content and social media.	Appeal to individual members. By AGM 2020
Arrange media coverage for National Tournament	To communicate with the media of events held / endorsed by PA, at least 2 weeks prior to events.	Establish a list of media contacts in Alberta.
Reach younger participants	Develop press releases and communicate with all types of media for Nationals in Red Deer. To develop messaging and platforms to reach younger demographic.	Use local as well as national media lists. Social media and relationships schools.



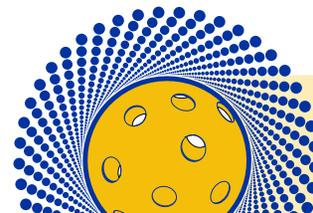
objectives and goals

Membership Goals

Goal	Objective	Strategy
All membership new/renew using an online membership system	All clubs to use the same system.	To increase the number of affiliated clubs by promoting the value of becoming an affiliated club with PA/PCO.
Increase the total membership for PA	In 2021/22 a 10% increase in membership to approx. 5,000. Then to 5,500 by 2023.	To promote to players who are not members, the value of a PA/PCO membership.

Youth Goals

Goal	Objective	Strategy
(Appointed July 8, 2020) Increase youth participation	PA coaches to provide train the trainer session at the annual teachers Health and Physical Education Council.	Use existing or retired gym teachers. Hold a summer youth camp. Develop a brand out of the box to appeal to youth.
All clubs accept youth membership	Increase participation of youth in clubs.	Develop guidelines that clubs can use for youth program / play. Suggest clubs offer a lower club fee or waived club fee.



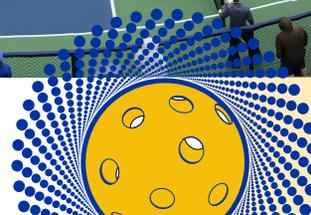
2021 Pickleball Canada National Championship

PA is very proud to have been chosen by PCO to have one of our clubs host the 2021 Pickleball Canada National Championship (Nationals). The Red Deer Pickleball Club (RDPC) was selected by PCO after an extensive review and bid process.

This will be the first the time the Nationals will be held in Alberta. RDPC and PA have begun planning and developing initiatives in conjunction with PCO to ensure a successful national championship that Alberta and Red Deer can be proud of.

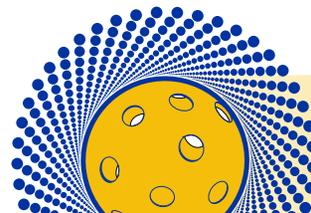
PA will:

- ❖ Work with the host and tournament committees of the RDPC.
- ❖ Assist to ensure that all of PCO's requirements are met.
- ❖ Put on training clinics across the province to train referees to ensure there is a large pool to draw from for the Nationals.
- ❖ Ensure trophies and medal designs are PCO approved.



budget

Pickleball Alberta	May 01 2020 - April 30 2021	May 01 2021 - April 30 2022	May 01 2022 - April 30 2023
Revenue			
Membership Fees	\$40,000.00	\$44,000.00	\$46,000.00
Apparel Revenue	\$320.00	\$480.00	\$600.00
Interest Revenue	\$120.00	\$150.00	\$180.00
Total	\$40,440.00	\$44,630.00	\$46,780.00
Expenses			
PCO Fees	\$20,000.00	\$22,000.00	\$23,000.00
PA Wild Apricot Fees or PCO Integrated System	\$6,000.00	\$7,000.00	\$8,000.00
Training	\$3,000.00	\$3,500.00	\$4,000.00
Apparel	\$500.00	\$800.00	\$1,000.00
Uber Conf yearly fee	\$300.00	\$350.00	\$400.00
Office expenses	\$100.00	\$150.00	\$200.00
Bank Fees	\$600.00	\$650.00	\$700.00
Website yearly fee	\$230.00	\$260.00	\$280.00
AGM meetings, hall, food, mileage.	\$2,500.00	\$2,800.00	\$3,100.00
Total	\$33,230.00	\$37,510.00	\$40,680.00
Surplus/Deficit	\$7,210.00	\$7,120.00	\$6,100.00



oversight and monitoring

To effectively monitor the progress and accountability of the Strategic Plan 2020 PA will be using a Balanced Scorecard (BSC) as a business management tool to track performance and manage resources.

- ❖ The BSC will synchronize the big picture strategy of our mission and goals with operations and delivery.
- ❖ The BSC will:
 - Help communicate what PA is trying to accomplish
 - Align the day-to-day work with strategic direction
 - Assist in prioritizing projects, products, and services; and measure and monitor progress and achievements.
 - Establish Key Performance Indicators (KPI)

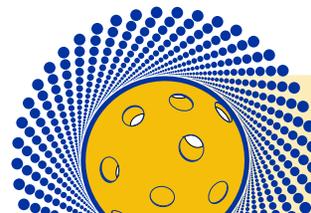
The following outline identifies the four core “Perspectives” for the PA and lists the areas that will be measured under each of the perspectives.

Members and Stakeholders: Value proposition; member satisfaction, growth and retention

Financial Stewardship: Financial performance; efficient use of resources

Internal Processes: Efficiency and quality assurance. Effective implementation of policies and programs.

Organizational Capacity: Human capital infrastructure and technology, adaptability, responsiveness agility, learning and growth.



balance score card

Members and Stakeholders

Value Proposition

Member Satisfaction
Growth and Retention

Financial Stewardship

Financial Performance

Efficient Use of resources

Internal Processes

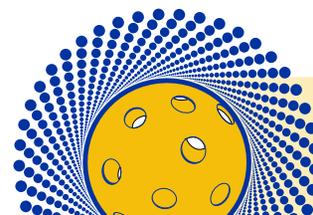
Efficiency, Quality Assurance

Effective Implementation of Policies & Programs

Organizational Capacity

Human Capital, Infrastructure & Technology

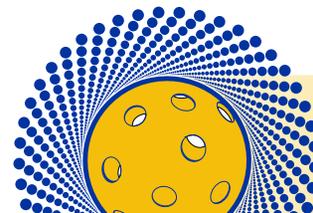
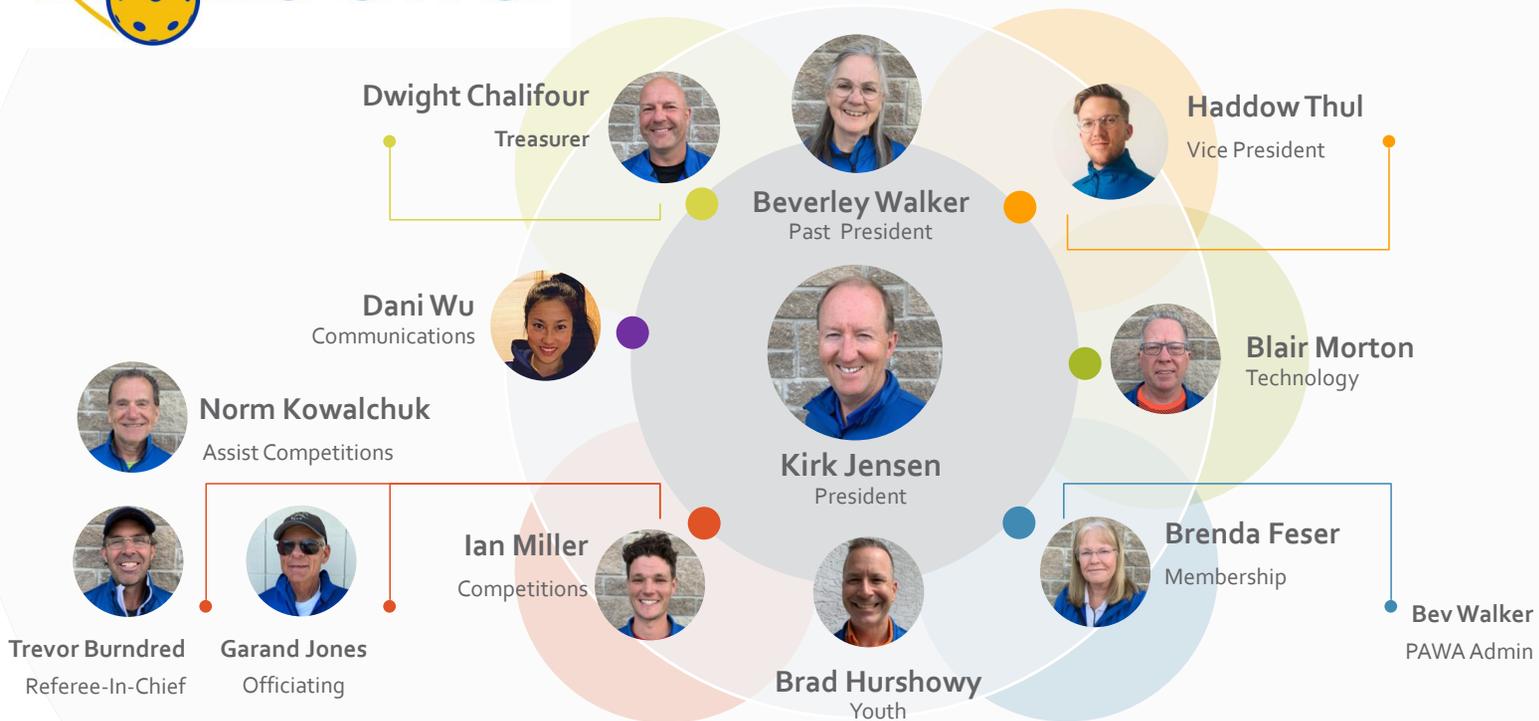
Adaptability, Responsiveness
agility, Learning and Growth



organization chart



Organizational Chart Board of Directors 2019-2020



acknowledgements

Thanks to the contributors and participants in the preparation of this Strategic Plan

Kirk Jensen	President
Beverley Walker	Past President
Haddow Thul	Vice President
Dwight Chalifour	Treasurer
Brenda Feser	Membership
Ian Miller	Competitions
Blair Morton	Technology
Norm Kowalchuk	Director
Trevor Burndred	Referee-In-Chief
Joanne Ferster	Graphic Design
Marcel Latouche	Strategic Plan Facilitator

