



**2024-2028  
STRATEGIC PLAN**



# VISION

Pickleball will be valued as an essential element in thriving and healthy communities.

# MISSION



To orchestrate an aligned and sustainable, premier sport delivery system to effectively spread the joy and benefits of pickleball

We set bold aspirations focused on growth, forward momentum, and action, and we work hard to achieve them.  
 We strive to continuously develop our knowledge and expertise, and we are generous to share it.  
 We engage in regular evaluations and reflections.  
 We take some risks – not foolish ones, but ones that stretch us and inspire innovation.  
 We are not afraid to be the first to forge new paths.  
 We learn from our failures and refuse to be paralyzed by uncertainty.  
 We are role models and remain resilient through hard times.

## Continuous Improvement



## Teamwork



We seek opinions and input from others.  
 We work together towards common goals, leveraging each others strengths.  
 We are empathetic and understanding of each other's challenges and needs.  
 We value diverse perspectives and promote an inclusive environment.  
 We address conflicts promptly and constructively focusing on solutions.

## Safety



We take care to regularly identify and evaluate potential risks.  
 We provide a high level of support for all our people including a focus on personal health and well-being.

## Integrity



We endeavor to do what will benefit the entire sport and the broader community.  
 We behave ethically and endeavor to do the right thing at all times.  
 We have a strong work ethic and strive to produce high-quality work consistently.  
 We show respect by collaborating, communicating openly, and showing due regard for the opinions, rights, and traditions of others.  
 We are resourceful and make sound decisions, even under high-stress situations.

## Accountability



We accept responsibility for outcomes, both successes and failures.  
 We deliver on commitments and work hard to exceed expectations.  
 We set and communicate clear goals and strategies.  
 We strive to implement and set sustainable and modern best practices, and act responsibly with respect to planning and the management of resources.  
 We encourage diversity, equity, and inclusion.

# VALUES

**Financial Health  
& Stability**

**Healthy  
Participation**

**Healthy  
Infrastructure**

**Strong Brand of  
Pickleball**

**Organizational  
Excellence**

## Strategic Pillar #1

Objective: To become a financially sustainable and self-sufficient organization able to direct resources to developing and growing the game.

### **Data-driven investments to increase participation and promote a healthy infrastructure**

- Deliver investments in the areas of club development, revenue generation, marketing to new audiences, and data collection/usage for the benefit of Pickleball Alberta and its affiliated clubs.
- Investigate potential for longer-term, large-scale investments (e.g., such as capital projects) and create strategy to build appropriate funding/reserves.

### **Diversify revenue base to protect from emerging risks**

- Maintain membership revenue (ensure a compelling value proposition)
- Increase government funding (grants and gaming)
- Strengthen relationships with tourism organizations and evolve large event strategy
- Revitalize momentum in sponsorship and marketing strategy through new assets and approaches
- Continue to advocate with government and other funding partners for increased support
- Consider opportunities to provide equipment and/or merchandise/

### **How will we know we are successful?**

- Investment strategy benefits the pickleball system (participation and revenue growth for Pickleball Alberta, clubs, and other stakeholders)
- Reduced reliance on a working Board
- Reserve reflects risk position and future, long-term priorities.

# Healthy Participation

## Strategic Pillar #2

Objective: To provide and support relevant programs and services for members and leaders to increase and retain participation for all.

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### **Foster consistent, high-quality club experiences by strengthening and supporting member pickleball clubs.**

- Resources added to foster improved club engagement and access to education, marketing, and best business practices (Business of Pickleball Symposium, shared repository, webinars, etc.)
- Draw clear connections to value for membership and continue to build relevant benefits
- Invest in youth and new Canadians, develop the youth feeder system
- Continue to participate in pilot national projects with Pickleball Canada

### **Build the next generation of leaders and experts (coaches, officials, staff, and volunteers) through innovative and accessible programs and opportunities.**

- Promote participation in courses and professional development opportunities
- Develop and communicate clear points of entry and development pathways

### **Develop our next generation of elite athletes**

- Develop programs to ensure appropriate opportunities for training and competition with focus on U18 and younger
- Establish relationships with secondary and post-secondary education institutions

## Strategic Pillar #2

**Provide relevant competitive opportunities for all players at a provincial and interprovincial level**

- Review provincial structure to ensure that the competitive structure meets the needs of all LTAD stages and supports club development

**How will we know if we are successful?**

- Increased, stable membership in clubs
- Strong satisfaction reported by member pickleball clubs
- Increased participation in youth and underrepresented groups
- Increased participation in competitions
- Increased engagement from leaders and better, more consistent competitive results



## Strategic Pillar #3

Objective: To ensure that there are enough quality and accessible pickleball facilities to satisfy current and future demand.

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**Ensure we have appropriate data regarding participation, economic impact, court utilization, etc. to ensure we can effectively gauge/predict demand and advocate effectively.**

**Develop an advocacy strategy and toolkit for club use.**

**Better understand how private businesses contribute to the sport system and collaborate to increase participation and access.**

### **How will we know if we are successful?**

- Increase the number of courts (indoor and outdoor)
- Pickleball centers are well-maintained and sustainable, community hubs, located where players are, with enough capacity to satisfy current and future demands.



## Strategic Pillar #4

To establish and maintain appropriate methods for communication with stakeholders and strengthen the perceived value of pickleball and the Pickleball Alberta brand.

### **Brand architecture to develop unique and compelling engagement platforms**

- Align with the unified marketing strategy for the sport of pickleball in Canada that can be adapted for clubs and members
- Utilize the stories of the tremendous work we do with our programs and clubs to tell our story
- Aim to better understand player and fan perceptions and motivations in order to allocate resources more effectively, investing in initiatives with the highest growth potential.

### **Marketing strategy to drive increased participation and fan engagement**

- Support and amplify all national campaigns and programs
- Utilize creatives for those less familiar with pickleball
- Develop modern engagement strategies

### **Strive to create safe, inclusive, and positive environments for all**

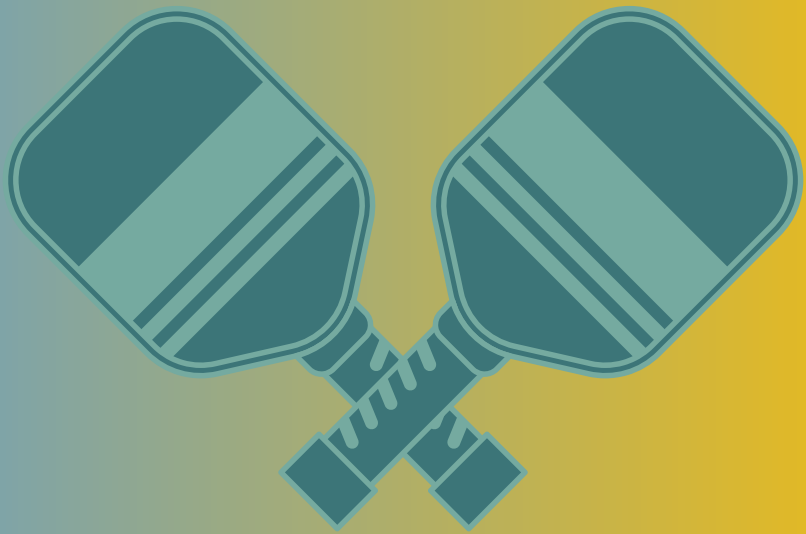
- Continuously explore and evolve “what good looks like” through the lens of equity and inclusion and be a leader in policy delivery, and integration of positive practices
- Dedicate resources to educate and support clubs, and share best experiences
- Solicit feedback from key stakeholders including players and clubs
- Monitor the frequency and resolution of reported discipline/safe sport incidents

# Strong Brand of Pickleball

## Strategic Pillar #4

### How will we know if we are successful?

- Increases in key social media metrics such as engagement, reach and impressions, follower growth, and brand sentiment
- Provincial adoption of safe sport policy and training at the club level
- Perceptions of safety and inclusivity in pickleball will be strong
- Reported incidents are addressed promptly and effectively
- It shall be commonly understood and valued that Pickleball Alberta's role is critical and valued by all players, fans, and communities



## Strategic Pillar #5

To establish systems, policies, and Board procedures to effectively set the strategic direction of the organization. To monitor the achievement of results, and ensure consistency with values, needs and aspirations of the collective membership.

### **Be a leader in both sport delivery and risk management.**

- Begin the evolution to a skill-based, governance style Board by evolving policies, bylaws, succession, recruitment (skill matrix), and orientation strategies, and by providing ongoing education and training.
- Identify Key Performance Indicators and develop a scorecard for evaluating success
- Strong consultation practices with athlete and youth voices.
- Strengthen partnerships with Pickleball Canada and other PTSOs toward implementing best practices and striving for increased alignment.
- Understand, define, create goals, measurements and accountabilities around environmental, social, and governance (ESG) commitments.

### **Be an employer of choice.**

- Values led organization with a strong understanding of purpose.
- Ongoing measurement of employee engagement and satisfaction with competitive compensation and growth opportunities.

### **How will we know if we are successful?**

- Improving Board evaluation scores
- Fully functional Board committees and careful oversight and mitigation of risk
- Strong employee satisfaction and engagement

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2024

# STRATEGIC PLAN

Strategic Solutions for  
Sustainable Success

[www.pickleballalberta.org](http://www.pickleballalberta.org)