

# Strategic Plan 2024-2027

1

	Objective	Strategy / Action	Resources	Responsibility	Timeline	Priority	
<b>A. PICKLEBALL PLAY</b>							
Club play, inter-club play, tournaments (social and competitive), training, skill development, youth programming							
A1	Provide venues and facilities for pickleball play.	1	Establish court requirements and flag pickleball needs to the City of St Albert. Advocate for an Outdoor facility with 24 courts (phase 1), expandable to 36 courts (phase 2), managed by SAPC.	FTF	President, Board	Annual	High
		2	Advocate with City and pursue development of a shared indoor space accommodating 12 pickleball courts, regularly rentable in its entirety by SAPC, within the next recreation centre built by the City of St. Albert.	FTF	President, Board	Annual	High
		3	Explore sharing agreements with Possible partners		President, Board	2024	Medium
A2	Provide social and competitive club programs.	1	Promote Youth play	Youth coordinator	President, Board	Ongoing	High
		2	Coordinate tournaments (club, inter-club and sanctioned tournaments) and develop tools and skills for registration, scorekeeping.	HR: Tournament Team	Tournament Coordinator	Annual	High
		3	Provide family play opportunities		Program and Venue Manager	Annual	Medium
A3	Provide pathways for members to learn and develop their skill levels.	1	Provide mentoring sessions for members	Coaches	Program and Venue Manager	Annual	Low
		2	Provide rating-services and maintain club rating systems to help members develop their level of play and to help the club schedule both fun and competitive play.	HR: Trainers	Program and Venue Manager	Annual	High
		3	Support the training and certification of referees.	HR: Volunteers	Program and Venue Manager	Annual	Medium
		4	Support the training and certification of coaches.	HR: Volunteers	Program and Venue Manager	Annual	Low
A4	Provide youth programming.	1	Create / adjust some programs and venues to accommodate youth/family/social play.	HR: Program and Venue Team	President,	Annual	Medium
		2	Support regional / interclub approach to competitive play for youth.	Youth coordinator	President,	2025	Low
<b>B. GOVERNANCE &amp; ORGANIZATIONAL CAPACITY</b>							
Board role, volunteers, advocacy, key stakeholders, facility partnerships, membership strategy, policies, strategic plans							
A1	Ensure the club is seen as the representative of the sport of Pickleball by the City and private	1	Develop Advocacy team to assist the City or private partners in developing pickleball facilities. Pursue grants, design requirements, etc	HR: FTF	President, Board	Ongoing	High

B1	sector and is considered a valued partner in all future development which includes Pickleball facilities.	2	Maintain feedback mechanisms to assess our public image with all our partners.	HR: Board	Vice President	Annual	Low
B2	Ensure the club is adhering to its vision, mission and values.	1	Review the vision, mission and values statements and ensure there is alignment in all programs and policies.	Auditors	Board	Bi-Annual	High
B3	Ensure continuity of board capacity and effective club governance	1	Provide appropriate training and materials for Board members and other volunteers.	HR: Membership & Volunteer Team	Membership & Volunteer Director,	2023	Medium
		2	Recruit and develop candidates, preparing them to fill future critical board positions.		Board	Ongoing	High

### C. COMMUNICATIONS & TECHNOLOGY

Communication (members - newsletters, social media), website and emails (web servicing/hosting, web management), records management tools, online tools

C1	Ensure technologies are utilized to streamline the administrative function of the club and are user-friendly for members.	1	Periodically assess information technology tools and the opportunity for improved web, membership and event management, newsletter distribution, and sales through web content management technologies. Dovetail into PA and PCO membership system where advantageous.	HR: Web Management Team	Web Manager	Annual	High
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### D. FINANCE & ADMINISTRATION

Financial management, revenue (membership, sales), financial records management, asset security, day-to-day administration

D1	Ensure all administrative and financial programs are managed in a secure manner.	1	Develop additional financial capacity by adding a member to the financial team.	Financial team	Treasurer	Ongoing	High
		2	Take advantage of more automation and systems integration to simplify and streamline financial management.	Financial team	Treasurer	Ongoing	Medium
		2	Ensure policies, ongoing audits and reviews are in place and followed.	Auditors	President	Annual	High