

## Strategic Plan 2020-2023

	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 a second Outdoor facility dedicated facility as need arises	Advocacy committee	President, Board	Annual	High
		2 Explore Partnership with Active Communities for 12 court indoor facility		President, Board	Annual	High
		3 Explore operating and capital cost for club owned or leased facility with space for SAPC		President, Board	Annual	High
		4 Explore renting Westlock Facility for Indoor Club events		President, Board	Annual	High
A2	Provide social and competitive club programs.	1 Improve the balance between venue demand and use for various levels and types of play (better allocate and better communicate).	HR: Program and Venue Team	Program and Venue Manager	Annual	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 Pickleball venue equipment.	HR: Equipment Team	Equipment Manager	Annual	High
A3	Provide pathways for members to learn and develop their skill levels.	1 Provide beginner training to potential or new members and skill development to members who want to improve their play.	HR: Trainers	Training Coordinator	Annual	Medium
		2 Engage professionals to provide rating clinics for members who want to better understand their level of play in order to play at appropriate levels of play.	HR: Trainers	Program and Venue Manager	Annual	High
		3 Support the training and certification of referees.	HR: Volunteers	Program and Venue Manager	2020-21	Medium
		4 Support the training and certification of coaches.	HR: Volunteers	Program and Venue Manager	2020-21	Low
A4	Enhance member opportunities to play at clubs within the region throughout the year.	1 Investigate reciprocal inter-club play within the region.		Program and Venue Manager	2021-22	Low
A5	Provide youth programming.	1 Create / adjust some programs and venues to accommodate youth/family/social play.	HR: Program and Venue Team	President,	2020-21	High
		2 Support regional / interclub approach to competitive play for youth.		President,	2020-21	High

**B. GOVERNANCE & ORGANIZATIONAL CAPACITY**

Board role, volunteers, advocacy, key stakeholders, facility partnerships, membership strategy, policies, strategic plans

B1	Ensure the club is seen as the representative of the sport of Pickleball by the City and private sector and is considered a valued partner in all future development which includes Pickleball facilities.	1	Develop expertise to assist the City or private partners in developing pickleball facilities. Grants, Design requirements, etc	TBD (grants, other)	President, Board	Ongoing	High
		2	Develop and maintain strong working relationships with the City of St. Albert Council (Recreation and Parks Dept.) and other community groups and churches to ensure that SAPC is the preferred partner	HR: Program and Venue Team	Program and Venue Manager	Annual	High
		3	Maintain feedback mechanisms to assess our public image with all our partners.	HR: Board	Vice President	Annual	High
B2	The Board is to provide effective and efficient authority, control and direction over the organization.	1	Review bylaws, strategic plans, annual plans and policies.		Board	Annual	High
		2	Maintain a Board-approved list of committees/coordinators along with mandates and job descriptions.		Board	Annual	High
		3	Review the work of the club through committees.		Board	Annual	High
B3	Ensure the levels of responsibility and workloads at the Board and coordinator levels are sustainable to aid in leadership recruitment and reduce volunteer burnout.	1	Maintain a sustainable club leadership structure.		Board	Annual	High
B4	Ensure the club plans effectively for the recruitment and retention of volunteers.	1	Develop and adjust a volunteer recruitment and succession planning strategy.	HR: Membership & Volunteer Team	Membership & Volunteer Director	Annual	High
		2	Provide appropriate training for Board members and other volunteers.	HR: Membership & Volunteer Team, Volunteer Leads, Coordinators, Captains, etc.	Membership & Volunteer Director, Volunteer Leads	Annual	High
		3	Promote a supportive atmosphere for volunteers by organizing volunteer recognition to acknowledge efforts.	HR: Membership & Volunteer Team, Communic. Director Tools: newsletter, person-to-person, apprec. Events	Membership & Volunteer Director, Volunteer Leads	Annual	High
B5	Ensure the club is adhering to its vision, mission and values.	1	Assess the vision, mission and values statements to ensure there is evidence of the statements in all programs and policies.		Board	Bi-Annual	High

**C. COMMUNICATIONS & TECHNOLOGY**

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

C1	Ensure an effective public and membership communications program is in place.	1	Maintain a Board position focused on communications.	HR: Communications Director & Team	Board	Ongoing	High
		2	Distribute regular club newsletters via email and provide member access on the club website.	HR: Communications Director & Team	Communications Director	Ongoing	High
		3	Communicate all play activities in the on-line calendar in a timely manner and post appropriate signage at outdoor courts.	HR: Program and Venue Team	Program and Venue Manager	Ongoing	High
		4	Develop and post news articles and other relevant information to the club website in a timely manner.	HR: Communications Director & Team	Communications Director		High
		5	Administer a Club Facebook site in a members-only platform.	HR: Communications Director & Team	Communications Director		
C2	Ensure technologies are utilized to streamline the administrative function of the club and are user-friendly for members.	1	Periodically assess current information technology tools and the opportunity for improved web management, membership management, newsletter distribution, event management and sales through other web content management technologies.	HR: Web Management Team	Web Manager	Annual	Medium

**D. FINANCE & ADMINISTRATION**

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

D1	Ensure ongoing financial stability of the club.	1	Ensure a strong financial system is in place to support the strategic plan and changing demands.	HR: Treasurer	Board, Treasurer	Annual	High
		2	Prepare a long-term financial plan that includes staffing, capital projects, reserves and staffing.		Treasurer	Ongoing	High
		3	Ensure membership and venue fees are attractive, meets the demand of financing club activities and appropriately cover fixed and variable costs.	HR: Treasurer	Board	Annual	High
D2	Ensure all administrative and financial programs are managed in a secure manner.	1	Ensure policies, ongoing audits and reviews are in place.	HR: Vice President	Secretary	Annual	High