



**STRATEGIC
PLAN
2021-2023**

**Advancing
Pickleball
for All, for Life**



PRESIDENT'S MESSAGE



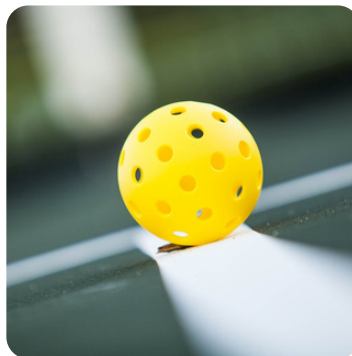
Our sport of pickleball continues to grow at a fast rate in Canada and around the world. In many ways, it is growing faster than our partners, colleagues and support systems can handle. A global pandemic affected our ability to advance our sport and for the pickleball community to enjoy the sport freely and safely.

Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life will guide us in focusing on our priorities and managing within our base of resources. As a volunteer-based, not-for-profit organization, a clear sense of direction along with the best use of our resources are keys to our sustainability.

The pillars of Govern, Grow, and Develop, and an alignment with our organization's Purpose, Core Values and Vision form the foundation for us becoming an ideal national sport organization. We will tap into opportunities and tackle challenges as they arise.

We believe the application of our Strategic Plan will result in more Canadians enjoying the great sport of pickleball.

Jim Parrott
President





**PICKLEBALL
CANADA**

INTRODUCTION

Pickleball is fun and fast-paced for recreational or competitive players. It's about social connections. It helps build active, healthy communities. Pickleball is an inexpensive pursuit for health, fitness, recreation and competition.

Pickleball as a sport strives to be welcoming, accessible and safe; to be equitable, diverse and inclusive. Pickleball Canada Organization (PCO), as the national governing body, strives to grow and develop pickleball as a player-centric and values-based sport.

Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life sets a direction for pickleball in Canada. Effectively implemented, it will enhance and recognize pickleball leadership; connecting players, programs and places-to-play.

AIM OF THE STRATEGIC PLAN

Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life is a framework for strategic and budget planning. It defines the focus over the next three years while identifying day-to-day operational requirements of PCO.

This Plan highlights Pickleball Canada's leadership role and conveys its value proposition.

Through accompanying operations plans, leaders will coordinate strategic initiatives and targets, report progress and measure results.

Strategic planning processes will be integrated into the fabric of Pickleball Canada Organization.

KEY ACCOMPLISHMENTS AND LESSONS LEARNED



Pickleball Canada is making significant advances in many areas; for example:

- In 2020, Pickleball Canada Organization and Newfoundland/Labrador signed a letter of affiliation - the 10th formal agreement now in place.
- The National System - a web-based, integrated management platform for players, clubs, provinces/territories and Pickleball Canada - moving into the implementation phase.
- Best Practices Guide developed for recreational pickleball in local communities.
- Made-in-Canada, national officiating program finalized in 2020.
- Steve Deakin, a world-class player from British Columbia, became the International Ambassador for Pickleball Canada.
- PCO chairs the Interprovincial/Territorial Advisory Council (ITAC) for communication, coordination and collaboration.

Through earlier experiences, achievements and challenges, lessons have been learned:

- With the emergence of COVID-19, Pickleball Canada along with other sports organizations need to pay special attention to reducing exposure to communicable disease.
- Helping to create safe environments that are free from harassment, abuse, unethical behaviour and discrimination will be an ongoing priority.
- Rigorous processes need to set priorities, track performance and manage resources.
- A strength of pickleball is the passion its players, coaches, officials and other volunteers have for the sport. Pickleball Canada needs to build on this passion and attract more volunteers as pickleball strives to be a sport for all, for life.



FOUNDATION, ALIGNMENTS

Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life is guided by our organization's Long Term Player Development (LTPD) plan and considers what a true sport and an ideal national sport organization look like.

The Strategic Plan is in alignment with the Purpose, Core Values, Vision and Sport Development Goals of Pickleball Canada Organization, as we govern pickleball in Canada.

PURPOSE

To develop and sustain a dynamic, integrated Canadian system that promotes participation, competition and excellence in pickleball.

CORE VALUES

Welcoming, inclusive and accessible

Our sport embraces and supports players of all ages, abilities and interests; we foster social connections and a sense of community.

New ways, better ways

Pickleball Canada is innovative and progressive, and we engage our partners and empower passionate leaders.

Safe in our sport

Our players, coaches, officials and other volunteers have a right to be free from harassment, abuse, unethical behaviour and discrimination.

VISION

The number, diversity and achievements of Canadians playing pickleball will steadily increase as Pickleball Canada thrives as a world class, national sports organization.

SPORT DEVELOPMENT GOALS OF PICKLEBALL CANADA

The Sport Development Goals of Pickleball Canada address inclusiveness — providing Canadians and their communities with opportunities and support in five areas:

Introduction to Pickleball - To acquire the fundamental skills, knowledge and attitude to participate in organized pickleball.

Recreational Pickleball - To participate in the sport of pickleball for fun, health, social relaxation, and to experience personal development and some form of competition.

Competitive Pickleball - To systematically improve and measure performance against others in competition in a safe and ethical manner.

High Performance Pickleball - To systematically achieve world-class results at the highest levels of international competition through fair and ethical means.

Pickleball for Development - To use the sport of pickleball as a means and tool for:

- Social and economic development.
- The promotion of positive values.
- The building of healthy, active communities in Canada.

The following set of Pillars, Strategic Objectives and Measures are the core elements of *Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life.*



GOVERN

STRATEGIC OBJECTIVES WE KNOW WE ARE SUCCESSFUL WHEN WE

Embed a system that promotes, supports and monitors the application of *Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life.*

Enact by-law amendments that ensure compliance with the Canada Not-for-profit Corporations Act.

Strengthen the organizational capacity of PCO.

Carry-out board and committee development, and talent management.

Ensure the effective and efficient, day-to-day functioning of PCO operation.

Strengthen our governance model by expanding volunteer and paid staff positions.

Continually strive to become an ideal national sport organization.

Know, understand and meet all eligibility requirements for Sport Canada funding.

MEASURE METRICS & MARKERS THAT WILL MEASURE RESULTS

Evidence of effective, continuing methods that integrate the Strategic Plan into the fabric of the PCO.

By-laws changes are approved by PCO membership at a special or annual general meeting.

Key staff positions identified and filled, and PCO has an effective organizational structure.

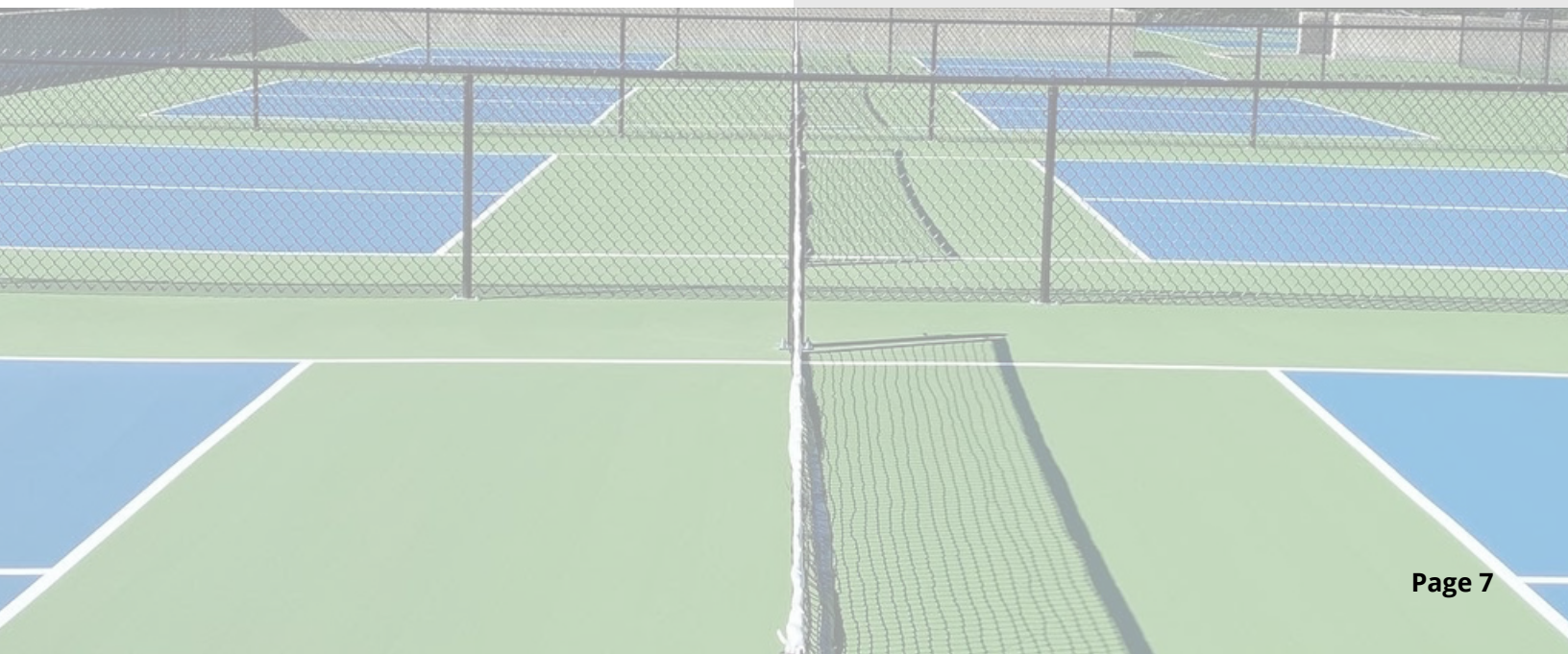
PCO Board member and committee volunteer initiatives (recruitment, orientation, support and succession planning) are in place and reviewed.

The leads within the operations and administration area are keeping the Board informed and engaged.

Transition strategy developed and initiated.

Steps identified for PCO to evolve and develop as a player centric, values-based organization. PCO is formally referenced for its progress.

Formal acknowledgement received from Sport Canada.



GROW

STRATEGIC OBJECTIVES

WE KNOW WE ARE
SUCCESSFUL WHEN WE

Communicate, engage and recognize contributions within our pickleball community.

Facilitate players, coaches and officials joining the organized pickleball system in Canada.

Develop, activate and support community pickleball NETWORKS/hubs for children, youth, and other under-represented populations.

Promote and support pickleball at the recreational level.

Establish structures and pathways for players pursuing competitive pickleball.

Facilitate effective advocacy efforts to secure more facilities in more locations.

MEASURE

METRICS & MARKERS THAT
WILL MEASURE RESULTS

Number of contacts through PCO communications and number of leaders recognized.

Interactive Best Practices mechanism in place.

Annual increase in the number of individuals joining Pickleball Canada.

Number of Canadian locations that have community pickleball NETWORKS/hubs in place.

Number of actions implemented in response to recommendations of a Recreational Pickleball Advisory Council.

Competitive pickleball pathways are developed per the Long Term Player Development (LTPD) plan.

Best practices about smart advocacy in local communities are being used.



DEVELOP

STRATEGIC OBJECTIVES

WE KNOW WE ARE
SUCCESSFUL WHEN WE

MEASURE

METRICS & MARKERS THAT
WILL MEASURE RESULTS

Launch, implement and sustain the National System - a web-based, integrated management platform for players, clubs, provinces/territories and Pickleball Canada.

Number of provincial/territorial pickleball organizations and clubs that are effectively using the National System.

Execute the Long Term Player Development Plan (LTPD) for pickleball.

LTPD is effectively implemented.

Take intentional actions to move toward Equity, Diversity and Inclusion in pickleball.

Number of deliberate initiatives facilitated by PCO.

Foster a culture of Safe Pickleball.

Number of deliberate initiatives to prevent injury, harassment, abuse, discrimination and communicable disease transmission.

Approve and roll-out the National Coaching Certification Program (NCCP).

Number of Canadian pickleball coaches and coach developers who are certified by the NCCP.

Implement the National Officiating Program.

Number of Canadian officials who have gained recognition by the National Officiating Program.

Secure sustained revenue from sponsorships and other sources.

Amount of sponsorship dollars and in-kind support received by the organization.

Leverage tournaments that integrate experiential events (e.g., clinic for newcomers to the sport, showcasing of school-aged players).

Number of tournaments that have included other pickleball activities.

Contribute to, and benefit from the global development of pickleball.

Active membership in a global pickleball organization.

TAKING ACTIONS, MOVING FORWARD

Pickleball strives to be a sport for all.

Building on the passion of players and dedicated leaders across the country, we believe significant progress will be made in advancing pickleball in Canada.

Together with provincial/territorial pickleball organizations and other partners, Pickleball Canada will work to help create more opportunities and support for Canadians to play pickleball.

Strategic Plan 2021-2023 ~ Advancing Pickleball for All, for Life will make a difference. An effective implementation of this Plan's initiatives will have a significant impact on pickleball development in Canada.

The following Pickleball Canada leaders are acknowledged for their contributions to the development of this Strategic Plan:

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