

Facility Guidebook



A Note of Thanks:

This Guidebook represents the collective effort of many individuals who share a passion for growing pickleball and supporting the communities that make it thrive. Pickleball Canada's Facility Task Team would like to extend heartfelt thanks to the many players, volunteers, builders, and community partners who continue to champion the sport across the country.

We also want to give an extermne thank you to Inclusive Place of Pickleball (IPOP) who helped developed the Strategic Facility Development (SFD) piece along side Pickleball Canada. Without their support this document would not have been possible.

We hope the information, tools, and ideas shared here inspire you to create spaces where people can connect, play, and belong.

Together, we can continue building strong, vibrant pickleball communities from coast to coast to coast.



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Welcome to the Pickleball Facility Guidebook!

This Guidebook was developed by Pickleball Canada's Facility Task Team — a group of passionate members with years of hands-on experience building and supporting pickleball facilities in their local communities. Together, they have combined their expertise to create a practical resource designed to make the process of planning, designing, and managing pickleball spaces a little easier.

Whether you are exploring ideas for your local club or planning a larger community project, this Guidebook is here to help. Inside, you will find insights, best practices, and proven strategies to guide you every step of the way. Our hope is that it not only supports the continued growth of pickleball across Canada but also helps ensure facilities meet the needs of players of all ages, abilities, and ambitions.

How to use the Guidebook:

The Guidebook is broken down in **four** main parts which all play role on facility development within a community.

These **four** parts are the following:

- **Information Surveys**
- **Case Studies**
- **Government Grants**
- **Strategic Facility Development (SFD)**

The Guidebook outlines the key components individuals should consider when embarking on a facility development project. The **Information Surveys** section provides insight into the growing demand for facilities and highlights the challenges posed by the current lack of infrastructure across Canada. The **Case Studies** section showcases real-world examples from various regions, illustrating how communities have successfully planned and executed their own facility development projects.

The next section depicts resources in line with **Government Grants**, as grants are typically utilized and needed to help sustain the development costs of facility projects. The **SFD** aspect of this document helps to provide clear steps for getting a community's facility started and developed.

Information Surveys



Information Surveys

Introduction

In early 2025 Pickleball Canada completed their annual survey which looks at the levels of pickleball play across the country. This survey also reviewed some of the barriers individuals faced in playing pickleball. From this survey it was shown that one of the greatest barriers in participation was the shortage of facilities across the country. To tackle this concern, additional data was necessary. Consequently, in January 2025, a survey was distributed to all affiliated clubs of Pickleball Canada, requesting them to provide information on their specific court needs and barriers.

The second survey was entitled 'Court Needs for Across the Country' and it included **15** questions starting with basic information which included the name of the club, the number of members, if the club was a registered non-profit. We then asked where club members played, what courts the club played at, was there a need for more dedicated vs shared courts, how did members find out about courts, were there any barriers for members playing pickleball, did members pay a fee above the membership fee, and were facilities rented by the club. Pickleball Canada received;

45 responses to this survey.

60.46 % of respondents were from Ontario and British Columbia.

57% of the clubs had **100 - 400** members.



Key Findings

- **58.98%** of clubs operated in population areas less than **50,000**
- Most of the clubs were registered non-profit
- Most of the clubs stated they needed indoor courts in their community
- Many clubs have summer play outdoors at Municipal owned facilities winter play at either a private or a Municipal owned facility.
- *Clubs reported that members find out about courts by word of mouth or social media predominantly*
- *Lack of courts in their community was reported by a large majority*
- **63%** of clubs reported their members pay a fee to play above the club membership fee. A drop-in fee from **\$2-6** was reported.

Conclusion

The results of these surveys were a clear indicator of the lack of facilities across the nation and the need for indoor courts. These indicators created the need for Pickleball Canada's Facilities Task Team to create the following document which looks to assist Pickleball Canada's members in advocating for the construction of pickleball facilities within their communities.

Case Studies



Case Studies

Introduction

On December 20, 2024, Pickleball Canada circulated a memo to all Pickleball Canada's **80,000+** members asking them to email with any stories of court construction in their area. Pickleball Canada received **167 replies** to this request. This information was then narrowed down to **12 case studies** which represented **70% of the Provinces/Territories**. Pickleball Canada endeavoured to have a case study from each Region of Canada. Pickleball Canada asked the **12 selected case studies** to provide more detailed information on their project. The premise was to provide information to Pickleball Canada members on what court construction is happening, how it is happening, and ideas on how to make it happen plus some lessons learned.

Key Themes

Private for-Profit Facilities:

One case study highlighted is The Forge in Ottawa/Orleans, which is currently under construction. We note that there are additional examples of similar facilities in both British Columbia and Alberta. All identified private facilities appear to be located in major urban centres.

Relationship Building:

Orillia Pickleball Club, Ontario and Dartmouth Pickleball Club, Nova Scotia both highlighted the importance of successful relationship building with Local Government.

3 P Partnership:

A 3-P Partnership is a collaboration between private and public sectors to jointly fund, develop, and deliver projects or services for public benefit. Stony Plain, Alberta, serves as an example of a medium-sized club with a broad reach. The club saved significant funds over the years through hosting tournaments, advocated for a tri-county partnership, and secured public land for 24 dedicated outdoor courts. They then partnered with a private operator to build an adjacent private facility and successfully negotiated discounted rates for their members.

Fundraising:

The Weyburn Pickleball Association (WPC) and Regina Pickleball Club (RPC) are both strong examples of creative fundraising. WPC converted a facility from winter ice use to summer pickleball use, raising 100% of the project costs through contributions from members and the local business community. RPC allocated membership fees over a five-year period to fund their project, demonstrating forward-thinking planning.

Lessons Learned

In their own words, the Yukon Pickleball Association noted that they initially tried to lead the process of finding land for courts but learned that it was more effective to let the City take the lead, which is ultimately what occurred.



Stories from Across the Nation

Yukon

Location: Whitehorse, Yukon

Population of Community: 37,156

Funding Model: unknown

Revenue Streams: N/A

Breakdown of the Project:

The Yukon Pickleball Association (YPA) spent seven years advocating for indoor pickleball courts. To guide their search, YPA developed a six-point site selection criteria to help identify suitable locations:

1. Space to accommodate six courts
2. Accessibility and available parking
3. Land owned by the City
4. Appropriate zoning in place
5. Proximity to the Canada Games Centre
6. Nearest residence at least 100 metres away

Using this framework, YPA identified ten potential sites. While initial efforts did not result in success, persistence paid off—by 2024, the City began proactively identifying potential pickleball sites.

Other Key Information:

The Yukon Pickleball Association (YPA) initially used a reasonable set of basic criteria to identify a suitable parcel of land but later acknowledged that it was a mistake to conduct the search themselves. They noted that providing detailed options to the City was not ideal and that it would have been better to let the City lead the process.

British Columbia

Location: Vernon, British Columbia

Population of Community: 44,519

Funding Model: North Okanagan Regional District grant, Provincial Gaming Grant, Municipal loan, member donations and member investments. Offering debentures as an investment with a repayment structure.

Revenue Streams: Pre-paid playing passes. Non club member access included in the lease agreement. Debentures. Donations.

Breakdown of the Project:

Vision: Develop dedicated pickleball courts with future enclosure.

Stage 2017/18: Outdoor courts constructed.

Stage 2018/19: Added water infrastructure, irrigation, and lighting.

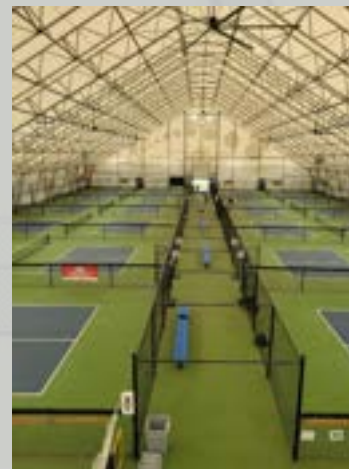
Stage 2021/22: Courts enclosed.

Stage 2023/24: Permanent reception, meeting space, and washrooms added. Note: Operational revenue funded 50% of this stage—demonstrating the facility's ability to support its own expansion.

Current Operations: Two full-time and four part-time staff.

Other Key Information:

One of the best examples of vision, effective land use, and successful fundraising, the Vernon Pickleball Association (VPA) has developed a significant indoor facility through a carefully phased approach. Despite being located in a region with a relatively small population, VPA's large and active membership base made this project possible.



Location: **Penticton, British Columbia**

Population of Community: **36,885**

Funding Model: **Robinson Park project partially funded by Penticton Pickleball Club (PPC) and other funding from the City of Penticton. Skaha Lake Park project, \$100,000 contribution by PPC + Connected Community Capital Grant.**

Breakdown of the Project:

(Courts – Indoor/Outdoor):

Early 2025: Two new dedicated outdoor pickleball courts completed at Robinson Park through collaboration with the City of Penticton.

Late 2025: Four additional dedicated outdoor courts at Skaha Lake Park scheduled for completion—available for all players, not just PPC members.

Other Key Information:

Successful partnership / relationship with Local Government and smart matching of grants (Connected Community Capital Grant).



Location: Summerland, British Columbia

Population of Community: 12,042

Funding Model: Local government solely for the refurbishing of two underused outdoor tennis courts into six outdoor courts. Second project not underway in early stages.

Breakdown of the Project:

(Courts – Indoor/Outdoor):

Project 1: Partnered with the District to convert two underused outdoor tennis courts into six pickleball courts.

Project 2: Collaboration with Summerland Lakeshore Racquet Club to build a bubble on provincially leased land featuring three outdoor tennis courts and four indoor tennis/squash courts.

Update: The Racquet Club has proposed a separate bubble for pickleball, which will increase overall project costs.

Other Key Information:

The complexities of partnerships with another sport.



Alberta

Location: Camrose, Alberta

Population of Community: 18,772

Funding Model: Camrose Pickleball Club is paying 5% of the total cost of \$200,000. Remainder funded by the city.

Revenue Streams: Club and Local Government.

Breakdown of the Project:

Project Summary: Refurbished unused tennis courts initially. The City funded re-paving, and the Club painted lines. Over ten years, tournament fundraising generated \$10,000, allowing expansion from four to eight courts.

Other Key Information:

This is an example of refurbishing an unused space.



Location: **Stony Plain, Alberta**

Population of Community: **Stony Plain – 17,993. Spruce Grove – 37, 645**

Funding Model: **3 P. Public Private Partnership.**

Breakdown of the Project:

Project Summary: Club identified the need for more courts. Preliminary work included surveys, land and statistical reports, feasibility study, and budget analysis. The tri-county area (Stony Plain, Spruce Grove & Parkland) collaborates on shared projects. Land is located between Stony Plain and Spruce Grove. The project includes the development of 28 courts Funding includes Club contributions, municipal and provincial grants. The private facility offers discounted rates to Club members.

Other Key Information:

Parklands Pickleheads saved significant dollars over the years through their tournaments and set this money aside for a big project. This club believes strongly in the 3 P approach.

Private developer saw the opportunity in development of a pickleball facility. Good example of pre-planning and pre-budgeting by the local Club.



Saskatchewan

Location: Regina, Saskatchewan

Population of Community: 282,032

Funding Model: 100% City of Regina funded.

Breakdown of the Project:

Twelve dedicated outdoor courts located on existing parkland managed by the Provincial Capital Commission, in partnership with the City, the Province, and the University of Regina.

Other Key Information:

Regina Pickleball Club contributed financially, raising funds by allocating a portion of membership fees over five years for this project. A strong example of multi-level government collaboration and problem solving to secure land.



Location: Weyburn, Saskatchewan

Population of Community: 11,019

Funding Model: Weyburn Pickleball Association (WPA) fund raised \$35,000.00 from members and the local business community.

Breakdown of the Project:

The City of Weyburn permitted WPA to use the outdoor hockey rink during non-winter months, with WPA covering all costs. Four dedicated outdoor courts were developed adjacent to an indoor sports facility. The rink was lit, and WPA had access to change rooms and washrooms. Equipment costs totaled \$8,200. Courts were cleaned, holes patched, and two coats of Domco sport paint applied. Permanent nets were installed using steel plates anchored to the concrete surface, and a donor board was erected.

Other Key Information:

WPA approached the City and agreed to proceed after being told they would cover all costs. Funding support was received from the local business community. WPA is now working with the City to add two more courts on the same surface. A key concern is potential paint weathering when the ice surface is applied in winter.



Ontario

Location: Orillia, Ontario

Population of Community: 33,411

Breakdown of the Project:

The City of Orillia has approved construction of eight dedicated courts, with space to expand to twelve pending grant approval in Spring 2025.

Other Key Information:

The Club emphasized that respectful, professional relationship-building with the City was key to reaching this stage. The \$2M project includes a skate park, eight pickleball courts, and a playground. Fifty percent of funding depends on approval of an Ontario Provincial Community Sport & Recreation Infrastructure Fund grant. If the grant is unsuccessful, the project may be adjusted—highlighting the importance of following proper process.

Location: Ontario, Ontario

Population of Community: 1.07 million

Funding Model: For-Profit

Breakdown of the Project:

The Forge, located in the Orleans community in east Ottawa, is a private facility under construction by a small, dedicated team of players. When complete, it will feature eleven dedicated courts with a SportMaster Pro Cushion Two acrylic court system. Membership costs not yet available.

Other Key Information:

This is an example of a private for-profit facility.

Quebec

Location: Rouyn-Noranda, Quebec

Population of Community: 43,073

Funding Model: Made up of a provincial Grant, \$100,000, Local Government funds, and plus unknown major partner.

Breakdown of the Project:

In Fall 2024, Rouyn-Noranda's municipal council announced a project to renovate Mouska Park, including a basketball court, a skating rink with four dedicated pickleball lines for summer use, a playground, and park amenities.

Other Key Information:

\$900,000 project fully funded by local government, with additional provincial grant support via the "Primada" program. Part of a municipal Master Plan for parks and green spaces. It is unclear whether a local pickleball club advocated for the courts or if the government initiated the project independently.

More information of this project can be found on the [Local Governments website.](#)

New Brunswick

Location: Dieppe, New Brunswick

Population of Community: 32,177

Funding Model: Dieppe Pickleball Club committed to \$10,000 over 3 years to the project. Total cost is \$1M. City of Dieppe used \$300,000 from an existing account and added \$350,000 from a Provincial Grant – New Brunswick Regional Development Corporation.

Breakdown of the Project:

Ten dedicated outdoor courts, including a common area, half-court, and practice wall. The Town consulted with the Club on locations. A new municipal recreation master plan prioritizes investing \$1M per year in new or improved recreational facilities.

Other Key Information:

The courts are on City land next to a cemetery! Excellent example of a creative way for a Club to add dollars by committing to a three year term. And, an excellent example of using Local Government master planning to advocate for the sport.

Nova Scotia

Location: Dartmouth, Nova Scotia

Population of Community: 72,139

Funding Model: Local Government

Breakdown of the Project:

Dartmouth Pickleball Association collaborated with Halifax Regional Municipality on projects creating eight pickleball courts on outdoor tennis courts and converting one tennis court into four dedicated pickleball courts. Facilities use portable nets.

Other Key Information:

Successful relationship building with local government, refurbishing of an existing site. The discovery of the USA Pickleball & American Sports Builders Association 2023 Manual for Pickleball Courts Construction and Maintenance was beneficial and they highly recommend this document to Clubs and Associations.

Conclusion

These case studies, collected in early 2025, showcase successful pickleball court projects across Canada. By highlighting these examples, Pickleball Canada aims to inspire members and provide practical ideas for developing their own facilities.



Government Grants



Government Grants

As part of the feasibility process you need to determine if a portion of your finances will include grants which may be available for your project. As with anything, research is needed to determine what grants are available not only from the federal but also both provincial and municipal governments. A few live links have been included below to help get you started, but it's also worth checking at the provincial or local club level as there may be community or regional programs that apply to your project.

An alternative or in addition to grants, clubs should give consideration to local corporations who may award monies to projects which benefit their communities.

Accuracy when completing applications for grants cannot be overstated and applications need to be reviewed for accuracy ensuring that all questions are completed and that answers are clearly stated.

Federal & Provincial Grant Resources

The following list has been developed to help individuals identify **federal** and **provincial grants** available in their region.



Additional Grant Resources

Across Canada, several organizations help communities and public sector groups connect with qualified contractors for facility development projects.

In Ontario and Alberta, this is supported through regional group purchasing organizations such as [Kinetic GPO](#) (only offered in Ontario) and [Canoe Procurement](#), which partner with Gordian to simplify and manage procurement.

These programs make it easier for municipalities, schools, and other public institutions to access trusted contractors and streamline project delivery. Communities can learn more through [Gordian's ezIQC®](#) program or by contacting their local representative.

Conclusion

Grants are an excellent way to kickstart a facility development project and can significantly reduce the financial burden on communities. With new funding opportunities and resources continually emerging at the federal, provincial, and municipal levels, it's important to stay informed and proactive in seeking them out. By regularly exploring available programs and maintaining strong connections within the community, clubs and organizations can access valuable support to bring their facility projects to life.



Strategic Facility Development



Please note that this section of the document would not have been possible without the support of Pickleball Canada's Strategic Facility Development Partner, IPOP, who has provided key development resources that enabled the completion of this section.



A Note from IPOP:

We founded the Inclusive Place of Pickleball (IPOP) to fill the gap between non-profit pickleball associations and corporate pickleball. We knew that a long-term Canadian solution to a short-term Canadian problem had to be a sustainable, for-profit, and community-driven pickleball company made by pickleball players for pickleball players. From this ethos IPOP was born.

When we were offered the opportunity to partner and contribute to the SFD task team, we knew it was an opportunity to continue IPOP's mission to expand and grow pickleball across Canada. It was obvious that a partnership between Pickleball Canada and IPOP was not only in both of our interests, it was complete alignment.

It has been a privilege and honour to serve with Canadians for Canadians from coast to coast who share the same vision and dream.

For this we will be eternally grateful.

With pickled passion,

Chris White
Chief Paddle Officer
Inclusive Place of Pickleball

From all of us at IPOP, we wish you every success in your future pickleball adventure.
Contact: IPOP Team - hello@ipop.fun

Disclaimer

This Strategic Facility Development Guidebook is provided for informational and educational purposes only. By using this guidebook, you acknowledge and agree to the following:

Professional Advice: This guidebook does not constitute legal, financial, accounting, tax, construction, or professional business advice. You should consult with qualified professionals including legal counsel, accountants, financial advisors, architects, engineers, and business consultants before making any decisions related to facility development.

No Guarantees: While this guidebook is designed to support your facility development journey, IPOP and Pickleball Canada make no guarantees, representations, or warranties regarding the success, profitability, or viability of any facility project. Results will vary based on numerous factors including location, market conditions, management, funding, and execution.

Information Accuracy: Although we strive to provide current and accurate information, the facility development landscape, regulations, building codes, grant opportunities, and market conditions change constantly. It is your responsibility to verify all information, conduct independent research, and ensure compliance with all applicable federal, provincial, and municipal laws and regulations.

Limitation of Liability: IPOP, Pickleball Canada, the PCO Strategic Facility Development Task Force, and their respective officers, directors, employees, and contributors shall not be held liable for any direct, indirect, incidental, consequential, or punitive damages arising from the use of this guidebook or any decisions made based on its content.

Use at Your Own Risk: Facility development involves significant financial investment and risk. You assume full responsibility for all decisions made in connection with your facility project. Always conduct thorough due diligence and risk assessment before proceeding.

Third-Party Resources: References to vendors, consultants, or other third parties do not constitute endorsements. You are responsible for conducting your own evaluation and due diligence on any service providers or partners.

Last Updated: November 2025

How to Use the SFD

Document Sequence:

The documents are designed to build upon each other in a specific order. Each phase provides essential inputs for the next stage of development.

Phase	Document	Purpose	Timeline
0	Opening a Pickleball Facility	Introduction to facility building process	1 day
1	Feasibility Study	Validate market opportunity	4-8 weeks
2	Concept Plan	Define strategic direction	2-4 weeks
3	Business Plan	Create implementation roadmap	6-12 weeks
4	Planning & Development	Execute construction	6-18 months
5	Implementation Guide	Launch operations	3-6 months

Getting Started

Complete each document thoroughly before moving to the next phase. The prompting questions are designed to ensure you address all critical considerations. Involve appropriate stakeholders at each stage and maintain documentation for future reference.

Now What?

1. Create Your Action Roadmap

Break down the steps into a clear timeline with assigned responsibilities and milestones. Start building your team immediately—this is a significant undertaking requiring diverse expertise.

2. Engage Your Community

Start conversations with local players and potential members. Build relationships with municipal officials and local businesses. Consider running fundraiser tournaments or interest surveys to find groups of interested individuals and gather early support.

3. Connect With Experts

Leverage the Team Pickleball Contact List for mentorship. Join facility development webinars and attend industry conferences. Secure legal, financial, and construction expertise early to avoid costly mistakes.

4. Secure Funding & Partnerships

Explore grants, sponsorships, and private investment options. Remember that grants are updated constantly but take time—start this process immediately if considering grant funding. Approach local governments for potential support and build partnerships with vendors to lower costs.

5. Pilot Before You Build

Test your concept by renting temporary courts, partnering with community centres, or launching pop-up events. Collect data on attendance, demand, and financial performance before committing to full facility development.

6. Stay Agile and Iterate

Use these tools as living resources. Review your plans quarterly and adjust based on real-world challenges and successes. Learn from other facility operators and share best practices.

7. Celebrate Early Wins

Recognize small victories from securing your first investor to signing construction contracts. Share your journey on social media to build excitement and community support.

8. Keep Growing The Game

Remember that every new facility expands pickleball across Canada. Pay it forward by mentoring other aspiring operators once you've launched.

The How:

Opening a pickleball facility requires careful planning, thorough research, and strategic execution. This guide will walk you through the essential steps from initial concept to grand opening, helping you transform your vision into reality while minimizing risks and maximizing chances of success.

Step 1: Vision Definition & Self-Assessment:

Before diving into the technical aspects of facility development, it's crucial to clearly define your vision and evaluate your readiness for this venture. This foundational step helps ensure your project aligns with both your personal goals and market needs.

Personal Connection Assessment

- Document your pickleball journey and passion for the sport
- Identify your motivation for opening a facility
- Define your long-term vision for the facility's impact
- Evaluate your commitment level and available resources

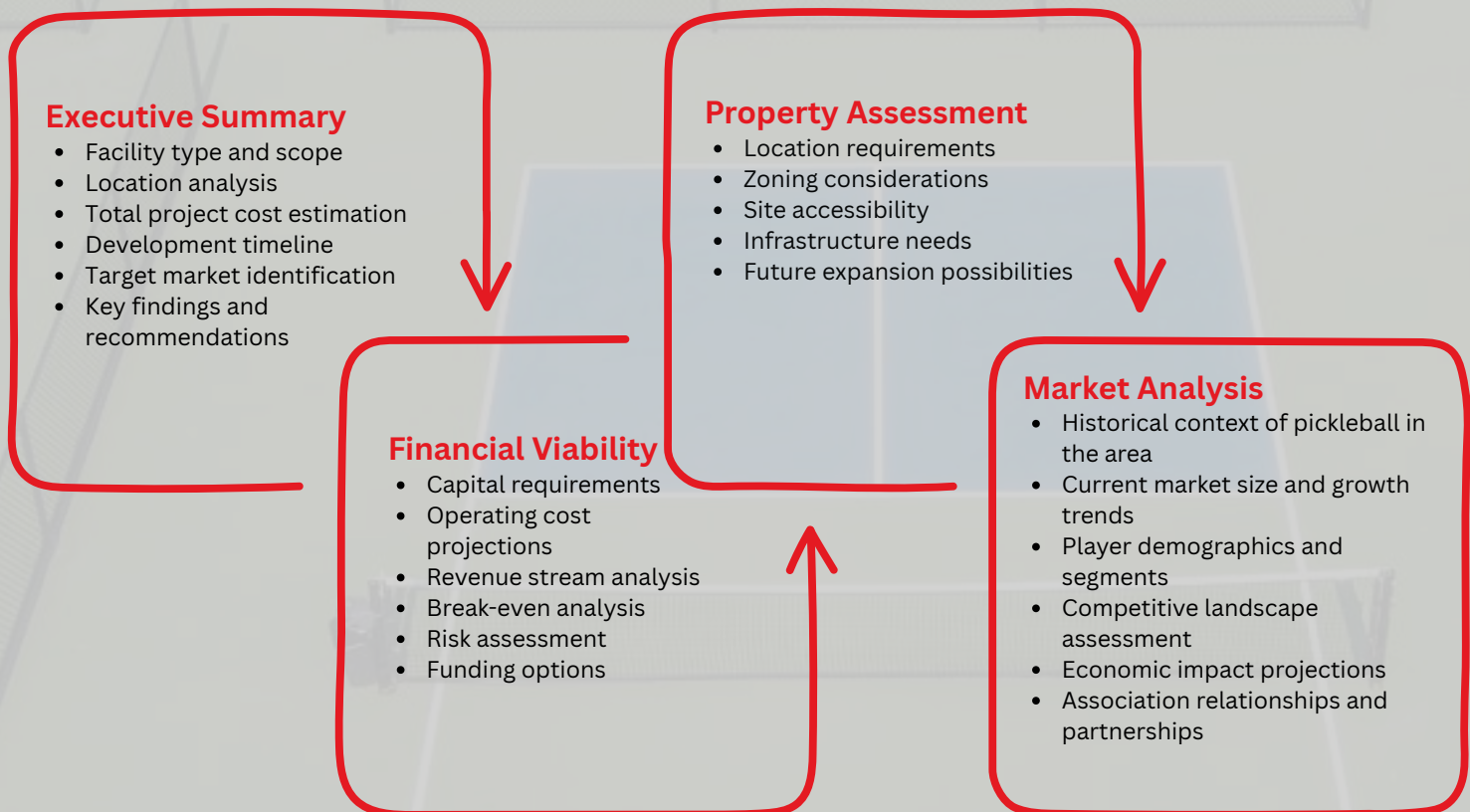
Initial Market Assessment

- Research local pickleball community needs
- Identify potential target demographics
- Evaluate general market viability
- Consider preliminary location options

Words of Advice: Avoid publicly announcing that you are looking for pickleball space to put a facility. This will come at a later date and only when we have completed the feasibility study and we know what our options are in your geographic area.

Step 2: Feasibility Study

The feasibility study is your project's foundation, providing crucial data and analysis to determine if your vision can become a viable business. This comprehensive assessment examines market conditions, financial requirements, and operational considerations to guide your decision-making process.



Step 3: Business Plan

With feasibility confirmed, a detailed business plan serves as your roadmap to success. This document outlines your business strategy, operational framework, and financial projections, serving as both a planning tool and a potential funding request document.



Step 4: Facility Planning & Development

Facility planning transforms your vision into physical reality. This phase requires careful attention to design, regulatory requirements, and construction planning to create a space that serves your community effectively and meets all necessary standards.

Step 5: Implementation

The implementation phase brings your facility to life. This critical period requires careful coordination of construction, staffing, marketing, and operational preparations to ensure a successful launch and sustainable operations.

Advisory Notes:

Success in developing a pickleball facility depends not only on following the right steps but also on understanding and avoiding common pitfalls. These advisory notes highlight critical success factors and important considerations for your journey.

Critical Success Factors

- Thorough market research
- Strong financial planning & funding
- Clear organizational structure
- Effective marketing & engagement
- Quality facility design & construction
- Strong operational procedures

Common Pitfalls to Avoid

- Premature public announcements
- Inadequate capital reserves
- Underestimating operating costs
- Poor location selection
- Insufficient market research
- Weak management structure

Risk Management

- Maintain confidentiality during planning
- Secure adequate insurance coverage
- Develop emergency procedures
- Create contingency plans
- Monitor competitive landscape
- Regular financial review

Remember that successful facility development requires careful attention to detail, thorough planning, and strategic execution. Take time to complete each step thoroughly before moving to the next phase.

Pickleball Facility Feasibility Study



Please note that this section of the document would not have been possible without the support of Pickleball Canada's Strategic Facility Development Partner, IPOP, who has provided key development resources that enabled the completion of this section.



Feasibility Study

Executive Summary

Project Overview

Describe the type of facility being proposed, including whether it will be indoor, outdoor, or mixed use. How many courts are planned for the facility? Where will the facility be located and why was this location chosen? What is the total estimated project cost? What timeline is projected for development and completion? Who is the primary target market for this facility?

Key Findings

Describe the current market demand for pickleball facilities in the area. Is the local population sufficient to support this facility? What does the competitive landscape look like and how will this facility differentiate itself? What are the primary revenue streams that will support the facility? What is the projected timeline to break even on the investment? What major risks have been identified that could impact the project's success?

Recommendations

Should the project proceed? Why or why not? What are the critical success factors? What are the key milestones? What resources are needed? What should be the first steps?

Problem Statement

Current Facilities

Describe the existing pickleball facilities in the area, including their locations, types, and conditions. What are the current operating hours and utilization rates? Are these dedicated pickleball courts or shared facilities? What is the quality of the playing surfaces and supporting amenities? How accessible are these facilities to the local population?

Current Demand

What is the total number of active pickleball players in the area? When are the peak playing times and how long are typical wait times for courts? What percentage of current demand goes unmet? How many organized leagues or groups are seeking regular court time? What types of programs or events are currently being offered?

Key Issues

What are the primary complaints received from current players? What specific facilities or amenities are missing from existing venues? What factors prevent players from playing more frequently? How do seasonal changes impact play? What safety or quality concerns have been identified at existing facilities?

Market Analysis

Historical Context

When did pickleball first emerge in this area and how has it evolved? Describe the year-over-year growth in participation and facilities. What significant events or developments have shaped the local pickleball community? Which organizations or groups have been instrumental in growing the sport locally? What trends have emerged in recent years regarding playing patterns, demographics, or facility usage?

Player Demographics

	Current Players (#)	Annual Growth (%)
Casual Players		
Regular Players		
Frequent Players		

Player Profile Analysis

Describe the typical player demographics including age ranges, income levels, and geographic distribution. How often do different player segments typically play? What are their preferred playing times and formats? How much are players willing to pay for court time and memberships? What additional amenities or services do players value most?

Competitive Analysis

Existing Facilities

Detail all pickleball facilities within the market area. What are their strengths and weaknesses? How do their fee structures compare? What amenities do they offer? How full are they during peak and off-peak hours? What programming do they offer? How do they market themselves and to whom?

Competitor Analysis

	Distance (km)	Courts (#)	Fees (\$)	Utilization (%)
Facility #1				
Facility #2				
Facility #3				

Economic Benefits

Direct Economic Impact

How many full-time and part-time jobs will the facility create? What are the projected annual revenues from all sources? How much tax revenue will be generated for local governments? What tourism potential exists for tournaments and events? How will local businesses benefit from increased traffic and activity?

Economic Impact

	Year 1	Year 2	Year 3	Year 4	Year 5
Employment (FTE)					
Tax Revenue					
Tourism Impact					
Local Business					

Community Benefits

How will this facility improve quality of life for residents? What health and wellness benefits will it provide to different age groups? How will property values be affected in the surrounding area? What social and community connections will the facility foster? How will the facility serve different demographic groups within the community?

Property Analysis

Site Requirements

What is the minimum size needed for the planned facility? What zoning requirements must be met? How much parking is required? What utilities must be available? What environmental factors must be considered? How important is visibility and accessibility? What future expansion possibilities should be accommodated?

Requirement	Specification
Total Square Footage	
Parking Spaces	
Zoning Needs	
Utilities Required	

Location Analysis

	Size (sq ft)	Cost (\$)	Status
Location #1			
Location #2			
Location #3			

Financial Analysis

Capital Costs

What is the total investment required to develop this facility? How is the cost broken down between land acquisition, construction, and equipment? What site preparation costs are anticipated? What design and engineering costs must be considered? What permits and fees will be required? What contingency should be included for unexpected costs?

Capital Cost Breakdown

	Amount (\$)
Land/Building	
Site Preparation	
Construction	
Equipment	
Permits & Fees	
Contingency	
TOTAL	

Operating Costs

What are the projected annual staffing requirements and costs? What utilities expenses are anticipated? How much should be budgeted for maintenance and repairs? What insurance coverage is needed and at what cost? What marketing budget will be required? What ongoing programming costs should be considered?

Operating Cost Breakdown

	Monthly Cost (\$)	Annual Cost (\$)
Staff		
Utilities		
Maintenance		
Insurance		
Marketing		
Programming		
Other		
TOTAL		

Revenue Projections

What membership structure will be implemented and what revenue will it generate? How much court rental income is projected? What additional revenue streams will be developed through programming, events, and retail? How will seasonal variations affect revenue? What price points are sustainable in this market?

Revenue Projections Breakdown

	Monthly Cost (\$)	Annual Cost (\$)
Memberships		
Court Rentals		
Programs/Lessons		
Events/Tournaments		
Retail/Pro Shop		
Other		
TOTAL		

Property Analysis

Planning Phase

What key milestones must be achieved before construction can begin? What permits and approvals are needed? How long will the design process take? What stakeholder engagement is required? What financing must be secured? What agreements must be put in place?

Development Phase

How long will construction take? What is the optimal construction schedule considering weather and other factors? What equipment procurement timeline is needed? How will construction be phased if applicable? What quality control measures will be implemented?

Project Timeline

	Duration (Days)	Target Date	Notes
Initial Planning			
Design/Engineering			
Permitting			
Construction			
Equipment Install			
Staff Hiring			
Opening Prep			

Risk Assessment

Operational Risks

What potential challenges could affect daily operations? How might weather impact the facility? What staffing risks exist? How might equipment failures affect operations? What security concerns need to be addressed? How will emergency situations be handled?

Financial Risks

What factors could impact revenue projections? How might competition affect pricing? What economic conditions could affect membership? How will seasonal variations be managed? What contingency plans are needed for cash flow management?

Market Risks

How might changes in pickleball popularity affect demand? What demographic shifts could impact usage? How might new competition affect the business? What technology changes could impact operations? How might consumer preferences change?

Risk Analysis Matrix

	Probability	Impact	Mitigation Plan
Operational Risk			
Financial Risk			
Market Risk			
Construction Risk			

Conclusions & Recommendations

Feasibility Summary

Based on all analyses completed, is this project feasible? What are the strongest arguments in favor of proceeding? What are the greatest concerns that must be addressed? How does the risk-reward profile look? What critical success factors have been identified?

Recommendations

What specific actions should be taken to move this project forward? What timeline should be followed? What resources need to be secured first? Who should be responsible for key aspects of implementation? What contingency plans should be developed?

Next Steps

What immediate actions are needed to maintain momentum? Who needs to be engaged in the next phase? What funding sources should be approached? What additional analysis might be needed? How should progress be monitored and reported?

Supporting Documentation

List and attach all relevant supporting documents:

Document	Attachment
Market Research Data & Sources	File
Financial Projections & Assumptions	File
Site Plans & Drawings	File
Cost Estimates & Quotes	File
Letters of Support	File
Environmental Assessments	File
Traffic Studies	File
Demographic Analysis	File
Competitor Research	File

Pickleball Facility Concept Plan



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Project Vision Refinement

Concept Evolution

Based on your feasibility study findings, how has your original vision evolved or been refined? What key insights from the feasibility analysis have shaped your current concept? What assumptions were validated or challenged during the feasibility process? How have community feedback and market research influenced your facility design and programming approach?

Core Concept Definition

What is the refined concept for your pickleball facility and what specific niche will it fill in the market? How will you position this facility to stand out from existing options? What is the primary experience you want to create for users? What three words best describe the atmosphere and culture you're creating? How does this concept align with identified market gaps?

Success Metrics Refinement

Based on feasibility findings, what realistic success metrics have you established for the first three years? What membership targets, revenue goals, and community impact measures will define success? How will you measure customer satisfaction and facility utilization? What key performance indicators will guide operational decisions? How will you track progress toward your vision?

Strategic Positioning

Market Positioning Strategy

How will you position your facility relative to the competitive landscape identified in your feasibility study? What specific market segments will you prioritize and why? How will you differentiate your offering from both direct and indirect competitors? What value proposition will resonate most strongly with your target market? How will you communicate your unique positioning?

Competitor	Their Position	Their Weakness	Our Advantage

Brand Foundation

What brand identity will effectively communicate your concept and attract your target market? What name, visual identity, and messaging will best represent your facility? How will your brand reflect the values and experience you want to create? What brand personality traits will guide all customer interactions? How will your brand evolve as the facility grows?

Facility Design Concept

Physical Layout Strategy

Based on your feasibility analysis, what is the optimal facility design that balances functionality with budget constraints? How many courts will you start with and what expansion capability will you maintain? What support spaces are essential versus nice-to-have? How will traffic flow and customer experience drive your layout decisions? What design elements will create the desired atmosphere?

Space	Priority Level	Rationale
Courts		
Reception/Pro Shop		
Locker Rooms		
Social/Lounge Area		
Food Service		
Storage		
Office Space		

Customer Experience Design

What customer journey will you create from first contact to becoming a regular member? How will the physical space support different types of users and activities? What technology integration will enhance the customer experience without overwhelming it? How will you design spaces that encourage community building and social interaction? What accessibility features will ensure inclusive design?

Phased Development Approach

How will you phase the development to manage risk and capital requirements? What constitutes the minimum viable facility that can open successfully? What elements can be added in phase two based on early success? How will you design for future expansion without compromising initial operations? What triggers will determine when to expand?

Programming Philosophy

Core Programming Strategy

What programming philosophy will guide all activities and services at your facility? How will you balance beginner-friendly offerings with competitive player needs? What role will social programming play in building community? How will you structure programming to maximize both participation and revenue? What seasonal adjustments will keep programming fresh and relevant?

Program Type	Target Audience	Frequency	Revenue Model
Beginner Lessons			
Intermediate			
Competitive			
Youth Programs			
Social Events			
Tournaments			

Membership Structure Concept

How will you structure memberships to serve different customer segments while optimizing revenue? What membership tiers will provide appropriate options without creating confusion? How will you balance exclusive member benefits with community accessibility? What trial or introductory options will convert prospects to members? How will you handle corporate and group memberships?

Community Engagement Strategy

How will your facility serve as a community hub beyond just providing courts? What partnerships will extend your programming and increase community value? How will you engage with local schools, healthcare providers, and senior communities? What events or initiatives will position you as a positive community asset? How will you measure and communicate community impact?

Operational Philosophy

Customer Service Approach

What customer service standards will set your facility apart? How will you train staff to deliver consistent, exceptional experiences? What systems will ensure customer issues are resolved quickly and effectively? How will you gather and act on customer feedback? What culture will you create among staff that translates to superior customer experiences?

Staffing Philosophy

What type of team culture will you build and what values will guide hiring decisions? How will you balance full-time leadership positions with part-time instructional staff? What qualifications and personal characteristics are most important for different roles? How will you retain quality staff through compensation, development, and recognition? What succession planning will ensure continuity?

Position	Key Qualities	Development Path
General Manager		
Head Teaching Pro		
Customer Service		
Maintenance		

Technology Integration Strategy

What technology tools will enhance operations without creating complexity? How will you use booking systems, payment processing, and customer management tools? What communication platforms will keep members engaged? How will you leverage technology for marketing and community building? What data will you collect to improve operations and customer experience?

Financial Concept Framework

Revenue Model Optimization

Based on feasibility projections, how will you optimize your revenue mix for sustainability and growth? What pricing strategy balances accessibility with profitability? How will you develop multiple revenue streams to reduce dependence on any single source? What seasonal variations require financial planning? How will you scale revenues as membership grows?

Revenue Source	Year 1 Target	Growth Strategy
Memberships		
Court Rentals		
Programming		
Retail/Pro Shop		
Events/Tournaments		
Other		

Cost Management Strategy

How will you control costs while maintaining quality standards? What operational efficiencies will you implement from day one? How will you negotiate favorable vendor relationships? What cost monitoring systems will help you stay on budget? How will you balance cost control with investment in growth?

Funding And Investment Approach

Based on feasibility analysis, what funding strategy will you pursue? How will you present your concept to potential investors or lenders? What terms are you willing to accept and what control will you maintain? How will you use initial funding to achieve key milestones? What financial reporting will you provide to stakeholders?

Implementation Roadmap

Pre-Development Phase

What specific steps must be completed before breaking ground or signing leases? How will you finalize site selection and secure necessary agreements? What design and engineering work needs completion? What permits and approvals are required? How will you build community support and pre-launch interest?

Milestone	Target Date	Dependencies
Site Secured		
Funding Confirmed		
Design Completed		
Permits Obtained		
Team Assembled		

Development Phase Strategy

How will you manage the construction or build-out process to stay on schedule and budget? What quality control measures will ensure the facility meets your standards? How will you handle inevitable changes and challenges during development? What equipment procurement timeline will support your opening goals? How will you prepare for operations during construction?

Launch Strategy Concept

How will you create excitement and momentum for your facility opening? What pre-opening marketing and membership campaigns will you run? How will you manage the transition from construction to operations? What grand opening events will showcase your facility and programming? How will you handle initial demand and operational growing pains?

Risk Mitigation Strategies

Operational Risk Management

What specific operational risks did your feasibility study identify and how will you address them? How will you prepare for weather-related challenges, equipment failures, or staffing issues? What backup plans will ensure continuous operations? How will you maintain safety standards and minimize liability? What insurance strategy will protect against major risks?

Risk Category	Mitigation Plan	Contingency
Market Competition		
Financial Shortfall		
Operational Issues		
Construction Delays		
Staff Turnover		

Financial Risk Management

How will you protect against revenue shortfalls or unexpected cost increases? What financial reserves will you maintain for operating challenges? How will you adjust operations if membership growth is slower than projected? What cost reduction strategies can you implement without compromising quality? How will you communicate with stakeholders if adjustments are needed?

Success Measurement Framework

Key Performance Indicators

What specific metrics will you track monthly and quarterly to measure progress? How will you monitor customer satisfaction and retention? What operational efficiency measures will guide management decisions? How will you track progress toward financial goals? What community impact measures align with your mission?

Metric Category	Key Indictors	Target Range
Financial		
Membership		
Operations		
Customer Satisfaction		
Community Impact		

Review and Adjustment Process

How often will you formally review progress and make strategic adjustments? What triggers will prompt reassessment of your concept or operations? How will you gather feedback from customers, staff, and community stakeholders? What process will guide major operational or strategic changes? How will you communicate changes to stakeholders?

Next Steps To Business Plan

Business Plan Development Priorities

What elements of this concept plan need detailed development in your business plan? What financial modeling requires more precision? What market research needs expansion? What operational details need specification? How will you use this concept plan to guide business plan development?

Stakeholder Engagement Strategy

Who are the key stakeholders that need to review and approve this concept before proceeding? What feedback do you need from potential customers, partners, or investors? How will you incorporate stakeholder input into your business plan? What validation will strengthen your business plan presentation?

Immediate Action Items

What specific actions must be taken in the next 30, 60, and 90 days to maintain momentum? Who is responsible for each action item? What resources are needed to complete priority tasks? How will you track progress and maintain accountability? What milestones will indicate readiness to develop the full business plan?

Pickleball Facility Business Plan



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Executive Summary

Business Name & Location

What is the name of your pickleball facility and what does it represent? Where will the facility be located and why was this location chosen? What is the complete address and what are the key geographic advantages of this location? How accessible is the location to your target market?

Business Concept

What type of facility are you developing and what will make it unique in the market? Are you planning indoor courts, outdoor courts, or a hybrid facility? What specific features will differentiate your facility from existing options? How will you create a memorable experience for players? What atmosphere and culture do you want to establish?

Vision & Mission

What is your long-term vision for how this business will impact the community and the sport of pickleball? What do you see the facility becoming in 5-10 years? What is your core mission and what fundamental purpose will drive all business decisions? How do you want to be remembered by your customers and community?

Objectives

What specific, measurable goals do you want to achieve in the first 1-2 years of operation? What membership numbers, revenue targets, or community impact goals are you setting? What are your long-term objectives for years 3-5? How will you measure success beyond just financial metrics?

Business Description

Overview of Services

What comprehensive range of services will your facility offer to serve different customer segments? Will you provide court rentals, professional coaching, organized leagues, tournaments, and retail services? What additional amenities will enhance the customer experience? How will you structure different service tiers to accommodate various budgets and preferences?

Legal Structure

What legal structure have you chosen and why does it best serve your business goals? How will this structure support your funding requirements and growth plans? What are the tax implications and liability protections of your chosen structure? How does this structure facilitate bringing in partners or investors? What registration requirements must be completed?

Structure Type	Advantages	Considerations
Sole Proprietorship		
Partnership		
Corporation		
Other		

Ownership & Management Team

Who are the key owners and what percentage of the business does each person hold? What relevant experience does each owner bring to the venture? Who will handle daily operations, financial management, marketing, and customer service? What gaps exist in your team that need to be filled? How will decision-making responsibilities be divided?

Market Research

Industry Overview

What is the current state of the pickleball industry in Canada and how has it evolved in recent years? What participation trends are driving growth? What demographic shifts are creating new opportunities? How is the sport being promoted at national and provincial levels? What infrastructure development is happening across the country?

Target Market Analysis

Who are your ideal customers and what specific characteristics define each segment? What age ranges, income levels, and lifestyle preferences characterize your target market? How often do they currently play and what are they seeking in a facility? What price sensitivity exists among different customer segments? How will you reach and communicate with each target group?

Segments	Demographics	Needs/Wants	Price Points
Casual Players			
Serious Players			
Beginners			
Competitive			
Corporate Groups			

Local Market Analysis

What is the current demand for pickleball facilities in your specific market area? How many active players exist and what is the growth trajectory? What existing facilities serve this market and what are their strengths and limitations? What unmet needs have you identified through surveys or informal research? How seasonal are the playing patterns in your area?

Competitive Advantage

What unique value proposition will set your facility apart from all alternatives? How will your facility experience be superior to existing options? What specific features, services, or approaches will create customer loyalty? How will you maintain your competitive edge as the market evolves? What barriers to entry will protect your market position?

Services & Programming

Facility Features

How many courts will your facility include and what will justify this number? What court surfaces and equipment specifications will you implement? What supporting amenities will enhance the customer experience beyond just courts? How will you design spaces for socializing, dining, retail, and relaxation? What technology integration will modernize the facility experience?

Feature	Specifications
Total Courts	
Court Surface	
Lighting	
Climate Control	
Locker Rooms	
Social Areas	
Pro Shop	
Food Service	

Programs & Offerings

What comprehensive programming will serve players at all skill levels and ages? How will you structure beginner programs to grow the sport? What competitive opportunities will you provide for advanced players? How will youth programs be designed and implemented? What social events and community building activities will you host? How will you balance structured programming with open play opportunities?

Coaching & Staffing

What coaching qualifications and certifications will you require? How will you recruit and retain quality instructional staff? What roles will full-time versus part-time staff fill? How will you structure compensation to attract quality team members? What training and development will you provide to ensure consistent service quality?

Position	Compensation	Responsibilities
General Manager		
Head Pro		
Facility Attendants		
Maintenance		
Other		

Marketing & Sales Strategy

Branding & Positioning

How do you want your facility to be perceived in the community and what brand personality will you develop? What values and lifestyle does your brand represent? What emotional connection do you want to create with customers? How will your visual identity and messaging reflect your brand positioning? What brand promise will you make to every customer?

Marketing Channels

What specific marketing channels will most effectively reach your target customers? How will you leverage social media platforms to build community and engagement? What traditional advertising methods will complement your digital strategy? How will you use community events and partnerships to increase visibility? What referral and word-of-mouth strategies will you implement?

Channel	Target Audience	Budget Allocation
Social Media		
Local Advertising		
Community Events		
Partnerships		
Referral Programs		

Sales Strategy

How will you systematically attract new members and convert prospects into paying customers? What membership packages will appeal to different customer segments? How will you structure pricing to maximize both accessibility and revenue? What promotional campaigns will you use for grand opening and ongoing marketing? How will you retain members and reduce churn?

Partnerships & Community Engagement

What strategic partnerships will expand your reach and enhance your programming? How will you collaborate with schools, healthcare providers, senior communities, and corporate groups? What community organizations share your values and could become program partners? How will you position your facility as a community asset? What sponsorship opportunities will you develop?

Operations Plans

Daily Operations

What will a typical operating day look like from opening to closing? How will you manage court scheduling, customer check-in, and facility maintenance? What systems will ensure smooth operations during peak and off-peak hours? How will you handle customer inquiries, complaints, and special requests? What procedures will maintain consistent service quality?

Hours & Scheduling

What operating hours will best serve your market while optimizing profitability? How will you handle different demand patterns throughout the week? What seasonal adjustments might be necessary? How will you balance programmed activities with open play time? What flexibility will you maintain for special events and tournaments?

Day	Hours	Special Programs
Monday		
Tuesday		
Wednesday		
Thursday		
Friday		
Saturday		
Sunday		

Technology & Booking Systems

What court reservation system will provide the best customer experience while simplifying operations? How will payment processing be integrated with booking and membership management? What customer relationship management tools will help you build loyalty? How will you use technology to communicate with members and promote programs?

Facility Maintenance & Safety

What daily, weekly, and monthly maintenance routines will keep your facility in excellent condition? How will you ensure court surfaces, equipment, and amenities meet safety standards? What cleaning protocols will maintain a healthy environment? How will you handle emergency situations and implement safety policies? What preventive maintenance schedule will minimize costly repairs?

Risk Management

What comprehensive insurance coverage will protect your business from various risks? How will you implement safety policies to minimize liability exposure? What waivers and agreements will customers sign? How will you handle injuries, equipment failures, and weather-related disruptions? What emergency procedures will staff be trained to execute?

Financial Plan

Start-Up Costs

What is the total capital investment required to launch your facility? How are costs distributed between land, construction, equipment, and other necessary expenditures? What permits, licenses, and professional services are required? What working capital will cover initial operating expenses before revenue stabilizes?

Category	Amount
Land/Building	
Construction	
Equipment	
Permit & Licenses	
Initial Marketing	
Working Capital	
Contingency	
Total	

Revenue Streams

What diversified revenue streams will provide financial stability? How will membership fees be structured and what penetration rates do you project? What additional revenue will come from court rentals, lessons, tournaments, and retail sales? How will seasonal variations affect different revenue streams? What growth trajectory do you project for each revenue source?

Revenue Stream	Year One	Year Two	Year Three
Memberships			
Court Rentals			
Lessons/Coaching			
Tournaments/Events			
Pro Shop/Retail			
Food/Beverage			
Total			

Operating Expenses

What fixed and variable costs will you incur monthly to operate the facility? How will staffing costs scale with business growth? What utility, maintenance, and insurance expenses should you budget? How will marketing and administrative costs impact profitability? What cost control measures will you implement?

Expense Category	Monthly Amount
Rent/Mortgage	
Salaries/Wages	
Utilities	
Insurance	
Maintenance	
Marketing	
Administrative	
Total	

Pricing Strategy

How will you price memberships and services to balance affordability with profitability? What market research supports your pricing decisions? How do your prices compare to alternatives in the market? What value justifies your pricing structure? How will you adjust pricing over time as you establish market position?

Financial Projections & Break-Even

What are your detailed financial projections for the first five years of operation? When do you realistically expect to achieve break-even and what factors will influence this timeline? What key financial metrics will you monitor to ensure business health? How sensitive are your projections to changes in membership, pricing, or costs? What scenario planning have you done for different growth rates?

Funding Requirements

Capital Needed

What is the total funding requirement to successfully launch and operate your facility until it becomes profitable? How have you calculated this amount and what contingencies are included? What will the funding specifically cover in terms of development and operating expenses? How much personal investment are you making in the venture?

Sources of Funding

What funding sources are available and appropriate for your business model? How will you approach banks, investors, or government programs? What federal or provincial programs support recreation or sports infrastructure development? What terms and conditions are you willing to accept from different funding sources? How will funding requirements affect your ownership structure?

Source	Amount Sought	Terms/Conditions
Personal Investment		
Bank Loan		
Investors		
Government Programs		
Other		

Appendices

Supporting Documentation

List all supporting documents that validate your business plan assumptions and projections. What market research data supports your customer and revenue projections? What site plans, lease agreements, or construction quotes provide cost validation? What letters of support demonstrate community interest? What professional qualifications do your team members possess?

Pickleball Facility Planning & Development



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Site Analysis & Selection

Site Evaluation Criteria

What specific site characteristics are essential for your facility concept and how do potential locations measure against these requirements? How do zoning regulations, soil conditions, and environmental factors affect development feasibility? What accessibility requirements must be met for different user groups? How will proximity to transportation, parking availability, and visibility impact long-term success?

Criteria	Site Option A	Site Option B	Site Option C
Size/Acreage			
Zoning Compliance			
Soil/Drainage			
Utilities Access			
Traffic/Visibility			
Development Cost			
Timeline to Develop			

Geotechnical Considerations

What soil testing and engineering analysis are required before finalizing site selection? How will drainage, foundation requirements, and environmental conditions affect construction costs? What seasonal factors could impact construction scheduling? Are there any environmental remediation needs or development restrictions? How will utility connections and infrastructure development affect your timeline and budget?

Architectural Design Planning

Design Requirements Specification

What are the exact spatial requirements for courts, support facilities, and future expansion? How will building orientation optimize natural lighting while minimizing glare and weather impact? What ceiling heights, ventilation systems, and acoustic treatments are needed for indoor facilities? How will universal design principles ensure accessibility for all users? What security and safety features must be integrated into the design?

Space Type	Square Footage	Special Requirements
Courts		
Reception/Lobby		
Locker Rooms		
Pro Shop		
Social/Café Area		
Storage		
Mechanical		
Office Space		

Architectural Specifications

What building materials and construction methods will optimize durability, maintenance, and aesthetics within budget constraints? How will lighting design support both recreational and competitive play? What HVAC systems will maintain optimal playing conditions year-round? How will technology infrastructure support booking systems, sound systems, and future upgrades? What design elements will create the desired atmosphere and brand experience?

Court Design Specifications

What court surface materials will provide optimal playability while minimizing maintenance requirements? How will court dimensions and spacing accommodate both recreational and tournament play? What net systems, windscreens, and court equipment will be specified? How will lighting levels and uniformity meet recommended standards for different levels of play? What color schemes and court markings will enhance visibility and aesthetics?

Regulatory Compliance & Permitting

Building Code Compliance

What building codes, fire safety regulations, and accessibility standards apply to your facility? How will occupancy calculations affect design and emergency egress requirements? What structural engineering requirements ensure building safety and durability? How will mechanical, electrical, and plumbing systems meet code requirements? What fire suppression and alarm systems are required?

Permit/Approval Type	Status	Estimated Timeline
Site Plan Approval		
Building Permit		
Electrical Permit		
Plumbing Permit		
Fire Department Review		
Health Department		
Environmental Review		
Occupancy Certificate		

Zoning And Land Use Compliance

How does your facility design comply with local zoning requirements for recreational facilities? What parking ratios and landscaping requirements must be met? How will signage regulations affect your marketing and wayfinding plans? What noise ordinances or operating hour restrictions apply? Are there any special use permits or conditional approvals required?

Accessibility And Safety Compliance

How will your facility meet or exceed ADA requirements for accessibility? What safety features and emergency procedures will protect users during normal operations and emergencies? How will you comply with insurance requirements and industry safety standards? What liability considerations affect design decisions? How will you address security concerns and equipment safety?

Construction Planning

Contractor Selection Process

What criteria will guide your selection of general contractors and specialized subcontractors? How will you evaluate contractor experience with sports facilities and recreational construction? What bonding, insurance, and licensing requirements must contractors meet? How will you structure contracts to protect your interests while incentivizing quality and timely completion? What reference checks and portfolio reviews will inform your decisions?

Evaluation Factor	Weight/Priority	Assessment Method
Sports Facility Exp.		
Financial Stability		
Quality Portfolio		
Timeline Performance		
Communication		
Pricing Competitiveness		

Construction Scheduling

What is the optimal construction sequence to minimize delays and cost overruns? How will seasonal factors, weather conditions, and material availability affect scheduling? What critical path activities could delay opening if not managed properly? How will you coordinate multiple contractors and inspect work quality? What contingency time should be built into the schedule for unexpected issues?

Quality Control Procedures

What inspection schedules and quality checkpoints will ensure construction meets specifications? How will you document progress and address any deviations from plans? What testing procedures will verify that systems and surfaces meet performance standards? How will you handle change orders and cost variations? What final commissioning and testing procedures will confirm readiness for operations?

Equipment & Technology Planning

Court Equipment Specifications

What net systems, posts, and court accessories will provide durability and ease of maintenance? How will you select paddles, balls, and other equipment for rental and retail? What storage solutions will organize equipment efficiently while maintaining accessibility? How will equipment replacement and maintenance schedules affect operating budgets? What vendor relationships will support ongoing equipment needs?

Equipment Category	Specifications	Procurement Timeline
Court Nets/Posts		
Lighting Systems		
Sound System		
Furniture/Fixtures		
Safety Equipment		
Maintenance Tools		

Technology Infrastructure

What booking and payment systems will provide a seamless customer experience? How will Wi-Fi, security cameras, and communication systems be integrated? What point-of-sale systems will support pro shop and café operations? How will you implement access control and facility security systems? What technology support and maintenance contracts will ensure reliable operations?

Furniture And Fixtures Planning

What seating, storage, and display fixtures will support your operational needs and brand image? How will locker room facilities balance functionality with user comfort? What pro shop fixtures will effectively merchandise equipment and apparel? How will café and social area furnishings create the desired atmosphere? What office furniture and equipment will support administrative functions?

Utility & Infrastructure Development

Electrical System Planning

What electrical capacity and distribution systems will support current operations and future expansion? How will lighting controls optimize energy efficiency while maintaining proper illumination? What backup power systems will ensure continuity during outages? How will electrical systems accommodate technology needs and charging stations? What electrical safety features will protect users and equipment?

Mechanical Systems Design

What HVAC systems will maintain optimal temperature and humidity for player comfort and equipment protection? How will ventilation systems ensure proper air quality and circulation? What water and drainage systems will support facility operations and court maintenance? How will mechanical systems be designed for energy efficiency and easy maintenance? What controls and monitoring systems will optimize performance?

Utility System	Capacity Needed	Special Features
Electrical Service		
Water Supply		
Sewer/Drainage		
Natural Gas		
Internet/Telecom		
Security Systems		

Budget Management & Cost Control

Construction Budget Breakdown

How will you allocate your development budget across different construction categories to ensure optimal value? What percentage of total budget should be reserved for contingencies and unexpected costs? How will you track actual costs against budget throughout construction? What value engineering opportunities can reduce costs without compromising quality? How will you manage the tension between desired features and budget constraints?

Budget Category	Budgeted Amount	Actual Cost
Site Development		
Building Construction		
Court Installation		
Equipment/Fixtures		
Technology Systems		
Professional Services		
Permits/Fees		
Contingency		

Cost Monitoring Procedures

What systems will track expenses and identify potential overruns before they become problematic? How often will you review budget performance with contractors and consultants? What approval processes will control change orders and additional expenses? How will you communicate budget status to stakeholders and funding sources? What corrective actions can you take if costs exceed projections?

Timeline Coordination

Development Milestone Schedule

What key milestones will mark progress through the development process and how will delays in one area affect the overall timeline? How will you coordinate design completion, permit approval, and construction scheduling? What are the dependencies between different phases of development? How will you communicate timeline updates to stakeholders? What factors could accelerate or delay your target opening date?

Development Phase	Target Start	Target Completion
Final Design		
Permit Submission		
Site Preparation		
Foundation/Structure		
Building Systems		
Court Installation		
Equipment/Technology		
Final Inspection		

Quality Assurance Framework

Construction Quality Standards

What quality standards and specifications will ensure your facility meets or exceeds industry benchmarks? How will you verify that all materials and workmanship meet specified standards? What testing procedures will confirm that courts, systems, and equipment perform as intended? How will you document quality issues and ensure proper resolution? What warranty coverage will protect your investment?

Inspection And Testing Protocols

What inspection schedule will monitor construction progress and quality at each phase? How will you coordinate inspections with local authorities and your own quality assurance team? What performance testing will verify that courts, lighting, HVAC, and other systems meet specifications? How will you document all inspections and test results? What procedures will address any deficiencies found during inspections?



Pickleball Facility Implementation Guide



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Construction Management & Oversight

Construction Supervision Strategy

How will you maintain daily oversight of construction progress to ensure quality and schedule adherence? What communication protocols will keep you informed of daily activities, challenges, and decisions? How will you coordinate between multiple contractors and suppliers? What documentation system will track progress, changes, and issues? How will you balance being informed without micromanaging the construction process?

Progress Monitoring Systems

What weekly and monthly reporting will track construction milestones against your timeline? How will you identify and address potential delays before they impact your opening date? What cost tracking systems will monitor expenditures against budget in real-time? How will you communicate progress to stakeholders, investors, and future customers? What contingency plans will address unexpected construction challenges?

Construction Phase	Planned Completion	Actual Status	Variance/Notes
Foundation Complete			
Framing Complete			
Mechanical/Electrical			
Court Surface Install			
Interior Finishes			
Equipment Installation			

Quality Control During Construction

What daily inspection routines will ensure work quality meets your standards and specifications? How will you document and address any deficiencies or deviations from plans? What testing protocols will verify that courts, lighting, and systems perform to specifications? How will you coordinate final inspections with local authorities? What punch list process will ensure all items are completed before opening?

Staffing & Team Development

Recruitment Strategy

What recruitment approach will attract qualified candidates for each position? How will you leverage industry networks, local connections, and online platforms to find the right team members? What compensation packages will be competitive while fitting your budget? How will you assess both technical skills and cultural fit during the hiring process? What timeline will ensure staff are hired and trained before opening?

Position	Hire Date Target	Training Duration	Start Date Ready
General Manager			
Head Teaching Pro			
Front Desk Staff			
Maintenance Staff			
Additional Instructors			

Training Program Development

What comprehensive training program will ensure all staff deliver consistent, high-quality customer service? How will you train staff on facility systems, booking procedures, and emergency protocols? What ongoing education will keep instructors current with pickleball techniques and teaching methods? How will you develop leadership skills in key team members? What performance evaluation system will support continuous improvement?

Operational Procedures Manual

What detailed procedures manual will guide staff in all aspects of daily operations? How will you document customer service standards, facility maintenance routines, and emergency procedures? What checklists and workflows will ensure consistency regardless of which staff members are working? How will you keep procedures updated as operations evolve? What training schedule will introduce new procedures to all team members?

Technology Implementation

Booking System Setup

What court reservation system will provide seamless booking for members and guests while simplifying management? How will you configure pricing structures, membership benefits, and seasonal adjustments? What integration between booking, payment processing, and customer management will streamline operations? How will you train staff and customers on the new system? What backup procedures will handle system outages?

System Component	Installation Date	Testing Phase	Go-Live Date
Booking Software			
Payment Processing			
Access Control			
Wi-Fi Network			
Security Cameras			
Sound System			

Customer Management System

How will you implement customer relationship management tools to track member preferences, participation, and satisfaction? What communication tools will keep members informed about programs, events, and facility updates? How will you collect and analyze customer feedback to improve services? What loyalty programs or member benefits will you track through technology? How will data privacy and security be maintained?

Financial Management Integration

What point-of-sale systems will support pro shop sales, lesson payments, and event registration? How will financial systems integrate with booking and membership management? What reporting capabilities will provide real-time insights into revenue, utilization, and trends? How will you implement inventory management for retail and equipment rental? What accounting software integration will simplify financial management?

Pre-Opening Marketing Campaign

Community Awareness Strategy

How will you build excitement and anticipation in the community before opening? What social media campaigns will showcase construction progress and facility features? How will you leverage local media, community events, and partnerships to increase visibility? What pre-opening events will introduce the facility to potential customers? How will you collect contact information from interested prospects?

Marketing Activity	Launch Date	Duration	Success Metric
Social Media Campaign			
Community Presentations			
Partnership Announcements			
Media Launch			
Founding Member Drive			

Founding Membership Program

What founding membership program will generate pre-opening revenue and create a core community? How will you structure benefits that reward early supporters while remaining financially sustainable? What membership sales targets will you set for the pre-opening period? How will you track and communicate progress toward membership goals? What referral incentives will encourage founding members to recruit others?

Grand Opening Event Planning

What grand opening celebration will showcase your facility and create memorable first impressions? How will you balance public open house activities with targeted member appreciation events? What demonstrations, tournaments, or special programs will highlight your facility's capabilities? How will you manage crowd flow and ensure positive experiences for all visitors? What follow-up strategy will convert visitors into members?

Operational Systems Activation

Facility Management Procedures

What daily opening and closing procedures will ensure facility readiness and security? How will you implement maintenance schedules for courts, equipment, and building systems? What cleaning protocols will maintain hygiene and appearance standards? How will you monitor utility usage and optimize energy efficiency? What emergency procedures will protect staff and customers?

Operation Category	Morning Tasks	Evening Tasks
Facility Security		
Court Preparation		
Equipment Check		
System Monitoring		
Cleaning/Maintenance		
Customer Service Setup		

Membership Management Activation

How will you process initial memberships and establish member accounts? What orientation process will familiarize new members with facility rules, booking procedures, and available programs? How will you handle membership inquiries, applications, and payments? What member communication schedule will keep customers engaged? How will you track member usage patterns and satisfaction?

Programming Launch Strategy

What initial programming schedule will serve different skill levels and interests while testing demand? How will you pilot different class formats, league structures, and social events? What instructor schedules will provide adequate coverage while controlling costs? How will you gather feedback on programs and make adjustments? What seasonal programming calendar will maintain year-round engagement?

Vendor & Supplier Relationships

Ongoing Supplier Coordination

What vendor relationships will support daily operations, maintenance, and programming needs? How will you establish accounts with equipment suppliers, maintenance contractors, and service providers? What inventory management system will ensure adequate supplies without excessive carrying costs? How will you negotiate favorable terms while maintaining quality standards? What backup suppliers will protect against service disruptions?

Vendor Category	Primary Supplier	Backup Option	Contract Terms
Court Maintenance			
Equipment Supply			
Cleaning Services			
HVAC Maintenance			
Security Services			
Food/Beverage			

Maintenance Contract Activation

What preventive maintenance contracts will protect your investment in courts, equipment, and building systems? How will you coordinate maintenance schedules to minimize disruption to operations? What emergency service agreements will ensure rapid response to critical issues? How will you monitor vendor performance and service quality? What cost controls will prevent maintenance expenses from exceeding budget?

Financial Systems Implementation

Accounting System Setup

What accounting software and procedures will track all revenue and expenses accurately? How will you implement budget controls and spending approvals? What financial reporting schedule will provide management and stakeholder updates? How will you handle payroll, tax obligations, and regulatory reporting? What internal controls will prevent fraud and ensure financial accuracy?

Cash Flow Management

How will you monitor daily cash flow to ensure adequate working capital? What collection procedures will minimize overdue accounts? How will you manage seasonal variations in revenue? What line of credit or reserve funds will cover unexpected expenses? How will you optimize the timing of major expenditures? What financial projections will guide operational decisions?

Financial Metric	Target Range	Current Status
Daily Revenue		
Monthly Member Growth		
Operating Expense Ratio		
Cash Position		
Accounts Receivable		
Debt Service Coverage		

Customer Experience Optimization

Service Delivery Standards

What specific service standards will ensure every customer interaction exceeds expectations? How will you train staff to handle complaints, special requests, and challenging situations? What customer feedback systems will identify areas for improvement? How will you recognize and reward staff who deliver exceptional service? What mystery shopper or customer survey program will monitor service quality?

Customer Onboarding Process

What welcome process will help new members feel comfortable and connected to your facility community? How will you introduce facility rules, booking procedures, and available programs? What orientation activities will help beginners get started with pickleball? How will you connect new members with playing partners and social groups? What follow-up communication will ensure satisfaction during the first months?

Community Building Initiatives

What social events, tournaments, and special programs will foster connections among members? How will you create opportunities for players of different skill levels to interact? What recognition programs will celebrate member achievements and milestones? How will you encourage members to invite friends and family? What partnerships with local organizations will expand your community impact?



Performance Monitoring & Adjustment

Operational Metrics Tracking

What key performance indicators will measure facility utilization, customer satisfaction, and financial performance? How often will you review metrics and make operational adjustments? What benchmarks will indicate successful performance versus areas needing improvement? How will you communicate performance results to staff and stakeholders? What corrective actions will address underperformance?

Performance Area	Key Metrics	Review Frequency	Target Performance
Court Utilization			
Member Satisfaction			
Financial Performance			
Staff Performance			
Program Participation			

Continuous Improvement Process

How will you systematically identify and implement improvements to operations, programming, and customer experience? What staff suggestion system will encourage innovation and problem-solving? How will you stay current with industry best practices and new developments? What customer advisory group will provide ongoing feedback? How will you balance stability with needed changes?

These questions will guide ongoing reflection and improvement efforts. By systematically identifying opportunities for enhancement, encouraging staff-driven innovation, staying informed on industry best practices, engaging customers through advisory input, and maintaining a balance between stability and change, the organization can ensure continued growth and excellence in its operations, programming, and overall customer experience.

Thank You for Reading

The development of pickleball facilities is a vital step in supporting the sport's rapid growth across Canada. This Guidebook is designed to serve as a practical resource for communities, clubs, and organizations as they navigate the many stages of facility planning, funding, and construction. From identifying needs and securing grants to implementing sustainable designs and fostering community partnerships, each section provides the tools and insights needed to move projects from concept to completion.

Facility development is not a one-size-fits-all process—it requires collaboration, creativity, and commitment. By using the information and examples outlined in this Guidebook, communities can build strong foundations for long-term success and create inclusive spaces that welcome players of all ages and skill levels.

Pickleball Canada, together with its partners, remains committed to supporting facility growth nationwide and helping communities realize their vision of accessible, high-quality pickleball infrastructure. The continued development of facilities will ensure the sport thrives for years to come, strengthening both community connection and the future of pickleball in Canada.

More Information

Any question on this Guidebook can be directed to the following contact:

- info@pickleballcanada.org



