



**PICKLEBALL BC**

**STRATEGIC PLAN**

**2023 - 2025**



## Pickleball BC Strategic Plan 2023 - 2025

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This Strategic Plan for the growth and continuation of Pickleball BC has been prepared and made known to all interested and affected parties for the purpose of understanding the challenges and growth or development opportunities that lie ahead for pickleball here in the Province of British Columbia. All strategic plans are projections and expectations but come with a realization that monitoring and adjustments may be required from time to time. The success of any plan of this nature is quite dependent on many factors, many that are not within the control of the Plans owner.

Pickleball BC will always welcome member and other stakeholder input and feedback with respect to any element in this plan, the implementation of any aspect of this plan and of course any assistance in the promotion and development of pickleball, not only here in B.C. but wherever pickleball is enjoyed.



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## Pickleball BC A Short History

- Founded in 2017
- Formal affiliation with Pickleball Canada late 2018
- Became a registered-not-for-profit society in 2019
- Gained Provincial Sport Status in 2021
- Membership growth
  - 2017 - 2157 members
  - 2019 - 5,519 members
  - 2021 - 8,688 members
  - End of 2022
    - 13,025 members
    - 82 Affiliated and Associated Clubs
- Relationships established with several other support agencies and other entities



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### Pickleball BC Mission and Vision

Pickleball BC is dedicated to the growth, development and enjoyment of pickleball.

To that end Pickleball BC will:

- Promote and advance the game of pickleball as an exciting game for all ages and abilities.
- Support, develop, advocate for and represent all pickleball players in the Province of B.C.
- Offer opportunities for organized recreational and competitive play in a respectful, safe, collegial and sporting spirit environment.
- Actively support fair and equal access to all pickleball programs regardless of age, gender, sexual orientation, ethnic or racial origin, religion or physical ability.
- Provide support for local club development.
- Provide assistance for training and certification of players, officials and coaches.
- Provide guidance and advocacy to diverse community, municipal, regional, provincial and federal bodies.
- Promote, manage and direct the sport's visibility and reputation.



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### Pickleball BC Core Values

- Equity, diversity, inclusion
- Safety
- Sporting spirit
- Respect
- Integrity
- Encouragement

Pickleball BC has developed and will continue to update and develop policies, guidelines and practices to support its Mission, Vision and Core Value principles.



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### Pickleball BC Strategic Objectives - Broad Terms

1. Continue to foster membership growth both individually and Club level.
2. Transition from an operating model to a governing model.
3. Develop and implement an all youth program.
4. Improve on and expand player, officials and coaching training programs.
5. Expand on Pickleball BC's visibility and reputation in the Province.
6. Strive toward coordinated tournament management Province wide.
7. Seek and build relationships with other sport organizations.



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## Pickleball BC Getting From Here to There

### 1. Memberships

Member retention runs about 80%. This means 20 to 25% do NOT renew their Pickleball BC memberships on expiry. Strategies need to be developed to reduce the quantity of non returners.

Year 2023 - develop, test and implement retention plans.

Year 2024 - monitor and measure, expect retention to increase to 85%.

Mid 2024 - review progress to date, update and implement revised plans.

Year 2025 - monitor and measure success, expect retention to rise to 90%.

Mid 2025 - review progress to date, develop targets and plans for future years.

New member intake accounts for as much as 50%, overcoming the retention rate of 80% for a net gain of 30%. On court or anecdotal evidence is that new players surface daily. Strategies need to be developed to attract a higher proportion of this new player component and bring them on board.





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Year 2023 - develop measurement metrics with respect to the non member player spice. Determine value adds of interest based on the metrics. Develop and implement marketing to address the identified groups based on the value adds.

Years 2024 and 2025 - repeat the basics from the year 2023 plan.

Success from additional marketing could be measured as a 5% increase in new members, 5% above the year on year average of 30%.

If both the retention plans and the targeted marketing are fully effective membership could be expected to grow by 40% per annum.



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## 2. From Operating to Governance

For Pickleball BC to transition from an operating board to a governing board implies 'staff'. This transition may not come easily nor quickly. For several reasons a realistic target for a start to the physical transition would be mid 2024.

But a number of steps can be implemented in preparation. Some of the major areas are addressed here.

Moving to a governing model is a very daunting task and must not be considered lightly in any manner. It is expected that many trial and tribulations will be encountered on this journey. Much diligence will be required.



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### **Policies, Guidelines and Practices**

Within a governance model, staff direction would be primarily by policy, guideline and practice statements - many of which are not fully documents in an operating board model. While Pickleball BC has a reasonable quantity of Policies written at this time - the list is not complete.

#### Year 2023

- Define or document the difference between Policies, Guidelines and Practices.
- Develop criteria or listings of needed polices, guidelines and practices.
- Continue / complete the Policy requirement documentation.
- Initiate writing guideline and practice documents.

#### Year 2024

- Complete all governance documentation required to transition to governance.
- Continue to monitor all work place and play space conditions for changes and new requirements.
- Develop relationship boundaries for potential staff.



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### Year 2025

- Do a final review of all Policies, Procedures and Guidelines.
- Ensure all education requirements are in place and followed.

### **Financial Obligations and Considerations**

Obviously having staff means having payroll and supporting cost obligations as well. It is not expected that Pickleball BC will be fully ready for staff until 2025, but preparations must proceed ahead of time.

### Year 2023

- Analyze methods of increasing Pickleball BC member driven revenue.
- Analyze donor funding potential.
- Determine and apply for Government program funding.
- Assess sharing arrangements with other Provincial Sport Organizations.



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### Year 2024

- Commit to Pickleball BC member driven funding changes.
- Commit to donor funding agreements.
- Ensure / confirm Government funding opportunities.
- Start agreement conversations with other PSOs if such opportunities exist.

### Year 2025

- Complete any Government granting considerations.
- Complete agreement with other PSO if appropriate.
- Proceed with staffing with all amenities as required.

### **Education with Respect to Governance**

With a change in operating methods comes a new set of operating criteria and responsibilities applicable to Board members, volunteers and of course any staff personnel.



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### Year 2023

- Create a paper on the differences between an operating Board and a governing Board.
- Continue to develop guidelines on being an effective Board member.
- Develop guidelines on the operation of committees.
- Develop a guiding document on the various roles within the Board. This would augment relevant Bylaw wording.

### Year 2024

- Ensure all Board members, current and incoming are concurrent with the requirements and expectations.
- Review for deficiencies and updates as required.

### Year 2025

- Continue review process.
- Continue implementing.



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### 3. Youth in Pickleball

A youth program - nearly everyone's dream but to nearly everyone just a dream. There are many programs operating with success levels from A to Z.

Credit to everyone that has tried, continues to work this area and is willing to help next year as well!

A good program will have elements of or recognize the need for safeguarding, good and consistent coaching and leadership, progressive lesson planning that is age and skill relevant and sustainability considerations.

Pickleball BC has made two prior attempts, collected a considerable amount of information but not been able to take the process to completion. But given that background the go ahead plan should be easier to achieve.

Year 2023

Review the collected information and practices with a clear objective to summarize and document not only the current status but a guiding document that discusses the major issues in detail.

Years 2024 and 2025

Build on the information and plans from year 2023.



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### 4. Officials and Coach Development

These two are quite diverse in the method of accomplishment but similar in that some activities are ongoing and they are mainly about education. While Pickleball BC members may be the recipients of certain knowledge, Pickleball BC is not the agency to deliver the knowledge.

The initial stages may look similar but then they will diverge as the situations are not similar in the end.

#### Year 2023

- Support the delivery schedules and information provided by others.
- Research, ask what is happening today.
- Collate progress, create a picture of today.
- List shortfalls, noting where Pickleball BC can assist.
- Develop databases with respect to both programs.





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### Year 2024

- Develop specific plans on ways to increase the volume.
- Continue to support the delivery schedules and information provided by others.
- Determine if and ways Pickleball BC should augment the programs

### Year 2025

- Continue to support the delivery schedules and information provided by others.
- Continue to deliver (or implement and deliver) Pickleball BC initiatives to increase the volumes.
- Continue to deliver (or implement and deliver) Pickleball BC enhancements to these programs.



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### 5. Visibility and Reputation

Even though the sport of pickleball is more than 55 years old, the sport and the players are often seen as substandard or a fringe or it's a fad that will pass. To combat this Pickleball BC must develop more 'social skills'. Many tools or vehicles are available to Pickleball BC.

Pickleball BC needs to develop a more rounded strategy to take advantage of those available tools such as:

- Enhancing the Pickleball BC website.
- Developing a presence on the current social media platforms.
- Building community awareness and relationships.
- Working with civic authorities.



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### Year 2023

- Update and maintain the Pickleball BC website.
- Review and engage in with other social media platforms.
- Review the Newsletter - style, content, frequency.
- Develop a consistent media update program - newspaper and TV focus.

### Year 2024

- Monitor progress following 2023 updates
- Watch changes in communication methods

### Year 2025

- Continue to watch and monitor trends



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### 6. Competition and Tournaments

Pickleball in BC flourished in the second decade of this century due to the development of local clubs. They organized independently, and fostered many well run and well subscribed tournaments. Here in 2022 the BC based tournament calendar includes more than 40 engagements. But there are a few aspects missing.

#### Year 2023

- Establish a first ever Provincial tournament.
- Work on sustainable, repeating or perpetual tournament concepts.
- Continue coordination between Clubs on the 40 plus tournament calendar.
- Explore youth and 'beginner' tournament needs.
- Investigate Para athlete completions.
- Explore charitable tournaments - PADS, ReFood - others.



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### Year 2024

- Be ready to host a Western Regional Tournament.
- Develop Bid Book for Provincial tournament.
- Ensure a Provincial Tournament is held.
- Set foundation for a 2025 National Tournament bid.
- Sponsor and enable more than 1 youth tournament.
- Sponsor and enable more than 1 'beginners' tournament.

### Year 2025

- Host a National tournament
- Include Para athlete competitions
- Expand all tournament schedules



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### 7. Relationships With Other Sports and Relevant Organizations

For the most part pickleball in BC has grown independent of most other sports and to a high degree without much collaboration with recognized sport agencies or related organizations. As pickleball matures and grows it is recognized that relationships with other sports and the multitude of other relevant organization would provide a significant boost to pickleball in many ways.

#### Year 2023

- Achieve full accredited status with viaSport.
- Build relationships with close cousin sports - tennis and badminton for example.
- Bring more Associated Organizations into a relationship with Pickleball BC.
- Develop relationships with BCR&PA and UBCM.



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### Year 2024

- Strengthen relationship with BC 55+ Society.
- Explore relationship with a minimum of 2 not closely related sports.
- Develop relationships with School Boards.

### Year 2025

- Develop relationships with resorts and holiday destinations.