

PAO Strategic Plan 2021-2023

Goal	Objectives	Strategic/Operational Initiatives	Champion(s)	Budget \$
Grow participation in the sport of pickleball at all levels	Retain current members, attract new members. Engage all members in the sport and the Association	1. Build a strong coaching development program that ensures the recruitment, training and certification of coaches at the quality and level needed to support members at all stages of development	Fiona MacGregor Sara McInnes (Jim Parrott)	OTF funds
		2. Increase participation in recreational pickleball for all ages. Offer accessible grassroots programs that are relevant and meet the needs of recreational pickleball players.	Pam Joslin Peter Milovanovic	\$3000
		3. Build and maintain a group of experienced referees to ensure the expertise needed to support players, coaches and tournament organizers.	Karen Hill	\$4000
		4. Develop a supportive structure to facilitate officials' training in Ontario - budget help for clinics, promote clinics.	Karen Hill	
		5. Youth: Promote the introduction and development of the sport of pickleball within schools, institutions and clubs. Promote and support inclusive healthy experience for all youth within school, institution and club environments.	Fiona MacGregor Pam Joslin Gail Prior	\$3000
		6. Continue to maintain and update Places to Play system and database of clubs, groups and facilities in Ontario.	(Gil Metcalfe)	
		7. Develop and implement a marketing/communication strategy to highlight new programs, publicize outstanding results, recognize volunteers, coaches, athletes, tournament organizers and officials.	Junior Bent Sara McInnes	
		8. Improve PAO capacity to promote the sport through its website, social media, marketing & communications programs.	Gail Prior	

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		9. Maintain and enhance technological solutions that satisfy the information needs of members, PAO administration, pickleball clubs and facilities, and the PCO.	Gail Prior	
		10. Planning for a safe return to pickleball activities in our communities after Covid-19. Pilot one day Open Houses at clubs in 5 communities - Essex-Windsor, North Bay, Niagara, Toronto and Ottawa - for players new to the game of pickleball.	Peter Milovanovic (Tina Beauchamp)	\$4000
		11. Facilities: Develop and provide business case framework for clubs in order to justify re-purposing or creation of additional pickleball facilities.	Peter Milovanovic	
		12. Support competitive development through the management and operation of the PAO Tournament.	Fiona MacGregor Deanna Hanes	\$1500
		13. Competition/tournaments: Develop tournament-based selection process for naming the provincial team (benefits of provincial team membership TBD)	Deanna Hanes Fiona MacGregor	
		14. Equity. Create opportunities to progress equity, diversity and inclusion.	Fiona MacGregor Peter Milovanovic (Jim Parrott & Kim Porter)	\$3000
		15. Club win-back offers. Meeting with clubs and drop-in facilities to present PO benefits brochure and to discuss opportunities for more members		\$1000
		17. Develop a retention program for clubs and drop-in facilities	Gail Prior Pam Joslin (Tina Beauchamp)	\$2000

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		18. Club Relations. Communicate and liaise with PO Clubs to satisfy the information needs of club representatives and their members.	Pam Joslin	
		19. Maintain existing member services support (Kevin Rogers - Contract)	Peter Milovanovic	\$7200

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Build a dynamic and sustainable organization	Provide leadership to build organizational capacity and capability	1. Work closely with Pickleball Canada, Ontario clubs and provincial partners to clarify roles and responsibilities regarding the design and delivery of programs and services.	Peter Milovanovic	
		2. Identify marketing, sponsorship, fundraising strategies that will generate new discretionary revenue.	Sara McInnes Junior Bent	
		3. Develop an annual budget to support strategic initiatives, and manage/monitor/control spending. Arrange for all financial compliance documents of the organization.	Gail Prior	
		4. Report at least annually on the achievement of the Strategic Plan and modify the annual operational plans to ensure resources are continually aligned to the strategic priorities.	ALL	
		5. Complete all the requirements to be recognized by the Ministry of Tourism, Culture and Sport as the governing body for the sport of Pickleball in Ontario.	Gail Prior	\$4000 for financial audit as required for PSO
		6. Recruit new Board members to fill skill set voids, ensuring that the PAO is led by a skilled and diverse Board of Directors.	ALL	
		7. Establish a yearly succession plan for the Board of Directors.	PAO Officers	