

PAO Strategic Plan 2021-2023 Report



Goal	Objectives	Strategic/Operational Initiatives	Progress as of Dec 2023	Jan 2024 – June 2024
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	<ul style="list-style-type: none"> • Pickleball Coach Education • Held several certification clinics around Ontario • Level 1 – 255, Level 2 – 50 	<ul style="list-style-type: none"> • Encourage participation in clinics & certification
		2. Increase participation in recreational pickleball for all ages. Offer accessible grassroots programs that are relevant and meet the needs of recreational pickleball players.	<ul style="list-style-type: none"> • Assistance to new clubs to startup • Let's Get Started Again – grant to help clubs after covid • Grow the Game – grant for programs that help awareness or growth of game 	<ul style="list-style-type: none"> • Youth Programming – grant for developing programs to involve youth
		3. Build and maintain a group of experienced referees to ensure the expertise needed to support players, coaches and tournament organizers.	<ul style="list-style-type: none"> • Appointed head referee • Developed communication system 	<ul style="list-style-type: none"> • Adopt PCO pay structure for Championship • Promotion of clinics
		4. Develop a supportive structure to facilitate officials' training in Ontario - budget help for clinics, promote clinics.	<ul style="list-style-type: none"> • Referee clinics & assessments held at most tournaments including Nationals in Kingston 	<ul style="list-style-type: none"> • Support in budget for clinics to be held at tournaments • Clinics to be held in communities at their request
		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.	<ul style="list-style-type: none"> • Develop sample plans for schools • Created access on website • Connected with schools, youth groups • Supported high school involvement in tournament in St. Thomas 	<ul style="list-style-type: none"> • Gather examples of ideas to involve youth used in Ontario etc.
		6. Continue to maintain and update Places to Play system and database of clubs, groups and facilities in Ontario.	<ul style="list-style-type: none"> • PCO has taken over program 	

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		7. Develop and implement a marketing/communication strategy to highlight new programs, publicize outstanding results, recognize volunteers, coaches, athletes, tournament organizers and officials.	<ul style="list-style-type: none"> • Held marketing sessions with Cosmos for all member clubs • Included club activities on website, Facebook • Created active website to publicize results, programs etc. • Created volunteer recognition program (4 awards) 	<ul style="list-style-type: none"> • Review and revise current website • Create Championship Series website
		8. Improve PAO capacity to promote the sport through its website, social media, marketing & communications programs.	<ul style="list-style-type: none"> • Website, Facebook, Instagram • Newsletters 	<ul style="list-style-type: none"> • Continue with the above on a regular basis • Encourage clubs to contribute to provincial programs with news items.
		9. Maintain and enhance technological solutions that satisfy the information needs of members, PAO administration, pickleball clubs and facilities, and the PCO.	<ul style="list-style-type: none"> • Joined PCNS – PCO information system • Held on-boarding sessions with new clubs • Held 3 workshops for clubs for more advanced use of PCNS 	<ul style="list-style-type: none"> • Continue to provide support through on-boarding, workshop, meetings
		10. Planning for a safe return to pickleball activities in our communities after Covid- 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.	<ul style="list-style-type: none"> • Provide guidelines in cooperation with health departments • Pilots not held due to Covid restrictions • Some clubs held their own Open Houses when able 	
		11. Facilities: Develop and provide business case framework for clubs in order to justify re-purposing or creation of additional pickleball facilities.	<ul style="list-style-type: none"> • Had presentation by Sprung Structures on structures for indoor facilities • Distributed Grow the Game grants where applicable 	<ul style="list-style-type: none"> • Meet with representative of portable court companies • Form committee to develop materials for communities/clubs • Follow up on feasibility for clubs/municipalities

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		12. Competitive development: Support through the management and operation of the PAO Tournament.	<ul style="list-style-type: none"> Held Championship Series 2023 (6 regional + 1 championship) 2021-22 cancelled due to Covid 	<ul style="list-style-type: none"> Plan Championship Series (9 qualifiers + Championship)
		13. Competition/tournaments: Develop tournament-based selection process for naming the provincial team (benefits of provincial team membership TBD)	<ul style="list-style-type: none"> Used Championship results to choose 2023 Ontario Team 	<ul style="list-style-type: none"> Process to be reviewed and policy written
		14. Equity. Create opportunities to progress equity, diversity and inclusion.	<ul style="list-style-type: none"> Included wheelchair division in tournament Players with a variety of disabilities played in local tournaments 	<ul style="list-style-type: none"> Research opportunities to increase diversity
		15. Club win-back offers. Meeting with clubs and drop-in facilities to present PO benefits brochure and to discuss opportunities for more members	<ul style="list-style-type: none"> Created brochures, posters etc. accessible to clubs Created display for events Attended Zoomer show plus 2 other events with display 	<ul style="list-style-type: none"> Continue displays at tournaments Support and encourage clubs to attend local events
		17. Develop a retention program for clubs and drop-in facilities		
		18. Club Relations. Communicate and liaise with PO Clubs to satisfy the information needs of club representatives and their members.	<ul style="list-style-type: none"> Increased clubs to 62 Held 3 workshops for clubs Held information sessions in marketing and available structures Held site visits to member clubs by Board members 	<ul style="list-style-type: none"> Director of Clubs continue to liaise with clubs on regular basis
		19. Maintain existing member services support (Kevin Rogers - Contract)	<ul style="list-style-type: none"> Switched to PCNS system 	<ul style="list-style-type: none"> Create process to communicate with other PTSO's

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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.	<ul style="list-style-type: none"> Appointed a representative to PCO Board 	<ul style="list-style-type: none"> Review agreement between PCO and PO
		2. Identify marketing, sponsorship, fundraising strategies that will generate new discretionary revenue.	<ul style="list-style-type: none"> Engaged several levels of sponsorships 	<ul style="list-style-type: none"> Acquire a Title Sponsor for Championship Series Revise development of sponsorship package
		3. Develop an annual budget to support strategic initiatives, and manage/monitor/control spending. Arrange for all financial compliance documents of the organization.	<ul style="list-style-type: none"> Created annual budgets Reviewed on a regular basis 	<ul style="list-style-type: none"> Create separate budget for General and Tournament expenses
		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.	<ul style="list-style-type: none"> Reviewed and revised 2021-23 Strategic Plan Reported to AGM 	<ul style="list-style-type: none"> Change Strategic Plan to fiscal year (July – June) to align with budget Develop 2024-27 Strategic Plan for fiscal year
		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.	<ul style="list-style-type: none"> On hold until PCO attains NSO status 	<ul style="list-style-type: none"> Review policies etc. to ensure they are in line with Ministry requirements Continue to monitor situation
		6. Recruit new Board members to fill skill set voids, ensuring that the PAO is led by a skilled and diverse Board of Directors.	<ul style="list-style-type: none"> Added Board members when required 	<ul style="list-style-type: none"> Increase board size to 11 Recruit people with skill sets deemed necessary to ensure growth of PO
		7. Establish a yearly succession plan for the Board of Directors.		<ul style="list-style-type: none"> Start looking into examples of succession plans.