



Strategic Plan 2026-2028

Building Community 🏓 Growing the Game 🏓 Inspiring Excellence

A roadmap to strengthen member experience, ensure long-term sustainability, grow the sport of pickleball throughout our region and position Kingston Pickleball Club as the club of choice for players of all ages and abilities.



A Message from the President

Dear Members,

On behalf of the Board of Directors, I am pleased to present the **Kingston Pickleball Club (KPC) Strategic Plan 2026–2028**.

This Strategic Plan represents more than a roadmap for the next three years - it reflects the collective voice of our members, volunteers and Board of Directors. Through survey, membership and volunteer Courtside Conversation sessions and extensive strategic planning discussions, our membership has helped shape a vision for the future of our Club.

KPC has experienced remarkable growth over the past several years. As Canada's fastest-growing sport continues to evolve, so too must our Club. This Strategic Plan provides a clear direction to ensure we continue delivering an exceptional member experience while responsibly managing our resources and preparing for future opportunities.

Our strategic framework is built around four interconnected Strategic Pillars:

- Exceptional Membership Experience
- Financial Strength & Stewardship
- Community Impact & Visibility
- Competitive Advantage

Supporting these pillars is our commitment to strong leadership, effective governance, continuous learning and meaningful member engagement.

This plan is designed to guide us over the next several years while remaining flexible as our Club continues to grow. We will regularly review our progress, measure our success through our Strategic Scorecard and keep members informed along the way. Most importantly, we'll continue listening, adapting and responding to the needs and ideas of our members.

I would like to sincerely thank every member who contributed ideas throughout this planning process. Your passion, enthusiasm and commitment continue to shape the future of KPC.

Together we are building a stronger club, a stronger community and an exciting future for pickleball in Kingston and the surrounding area.

Thank you for your continued support.



Andrea Blackwell

President

Kingston Pickleball Club Board of Directors

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Vision, Mission & Values

Our Vision

To be a vibrant club that sets the standard for exceptional member experience, financial strength and stewardship, positive community impact and excellence in leadership, play and instruction.

Our Mission

Kingston Pickleball Club fosters a welcoming, enjoyable and inclusive pickleball community that inspires lifelong participation, connection and growth for players of all ages and abilities.

Our Values

INTEGRITY

We act honestly, ethically and transparently in every decision we make.

RESPECT

We foster an environment where everyone is welcomed, valued and treated with dignity.

SPORTSMANSHIP

We demonstrate fairness, encouragement and positive conduct both on and off the court.

PURPOSE DRIVEN

Every decision we make supports our mission, vision and long-term sustainability.

UNITED BY PLAY

Pickleball brings us together. We celebrate friendship, community and a shared passion for the game.

Our Strategic Framework

Building the Future of Kingston Pickleball Club

The Strategic Plan is our roadmap for the next three years. It provides a clear direction for achieving our vision and mission while guiding decisions, investments and programs that meet the evolving needs of our members and community.

Our Strategic Framework brings together three connected building blocks that guide how we lead, govern, learn and live our Values. Together, they create a continuous cycle of learning and improvement.



Four Strategic Pillars define the Club's priorities for 2026–2028 and guide decision-making over the next three years. Each pillar outlines the desired outcome, the key strategic initiatives to achieve it and the measures of success that will track our progress.



Pillar 1

Exceptional Membership Experience

STRATEGIC OUTCOME

We will provide a welcoming, enjoyable and inclusive membership experience.

BUSINESS PROCESS OUTCOMES

To achieve this outcome, Kingston Pickleball Club will excel by:

- Delivering high-quality programs that consistently meet the diverse needs of members.
- Optimizing facilities to maximize member access, comfort and enjoyment.

STRATEGIC INITIATIVES

Develop and Implement a Comprehensive Player Development Pathway

Design a structured pathway that supports players from introductory participation through advanced competitive play. The pathway will provide clearly defined progression opportunities supported by coaching, assessments and instructional programming.

Expand and Optimize Year-Round Programming

Provide balanced recreational, intermediate and advanced programming across daytime, evenings and weekends to improve accessibility, participation and member satisfaction.

Launch a Club Community Engagement Program

Strengthen member connections by expanding social events, volunteer opportunities and community-building initiatives that encourage participation both on and off the courts.

Implement a Facilities and Amenities Enhancement Plan

Evaluate and prioritize improvements that enhance the member experience, including stretching and conditioning space, member amenities, social spaces and facility enhancements.

TRACKING OUR PROGRESS

Measures of Success	Description			
Member Retention	Annual Membership Renewal Rate	≥90%	80–89%	<80%
Volunteer Engagement & Retention	% of enrolled volunteers who remain actively engaged in volunteer roles throughout the year	≥75%	60–74%	<60%
Program Quality Score	Member Satisfaction; Ranking out of 10	≥8.5	7.5–8.4	<7.5
Program Schedule Accessibility	Supply - Demand Alignment across Daytime, Evenings & Weekends	≥85%	70–84%	<70%
Player Development Pathway Progression	% of Pathway Participants who progress to next stage during the year	≥70%	50–69%	<50%

LEGEND:  Meets or Exceeds Target  Approaching Target  Below Target

Pillar 2

Financial Strength and Stewardship

STRATEGIC OUTCOME

We will demonstrate sound financial and resource stewardship that ensures long-term viability and member confidence.

BUSINESS PROCESS OUTCOMES

To achieve this outcome, Kingston Pickleball Club will excel by:

- Investing and allocating financial resources strategically.
- Balancing current facility needs while planning for future facility opportunities.

STRATEGIC INITIATIVES

Diversify Revenue Sources

Identify and implement additional revenue opportunities that strengthen financial sustainability while maintaining the Club's not-for-profit focus and member-first philosophy.

Develop a Long-Term Reserve and Capital Funding Strategy

Maintain appropriate operating and capital reserves to support future investments, facility improvements and long-term organizational sustainability.

Enhance Financial Governance

Strengthen budgeting, reporting, forecasting and financial oversight processes to support transparent and informed decision-making.

Optimize Operational Efficiency

Continuously evaluate operations, programs and resource allocation to maximize member value while ensuring efficient use of financial and volunteer resources.

TRACKING OUR PROGRESS

Measures of Success	Description			
Leadership & Governance Effectiveness	Board self-assessment rating	≥4.0 / 5.0	3.0-3.9 / 5.0	≤2.9 / 5.0
Capital Reserve Health	% of Annual Revenue to support future capital/facility	>6%	3–5%	<3%
Court Utilization	% of Courts Used (Reserve Fund Driver)	75–85%	65–74%	<65%
Membership Growth	# of Annual + Seasonal Memberships	400+	320–399	<320
Operating Surplus	Reinvestment Capacity = Revenue - Expenses	>15%	5–14%	<5%
Revenue Diversification	% of Revenue generated through non-membership fees	>20%	10–19%	<10%

LEGEND:  Meets or Exceeds Target  Approaching Target  Below Target

Pillar 3

Community Impact and Visibility

STRATEGIC OUTCOME

We will be Kingston and area's Pickleball Club of choice.

BUSINESS PROCESS OUTCOMES

To achieve this outcome, Kingston Pickleball Club will excel by:

- Building and maintaining strong, mutually beneficial community partnerships.
- Maintaining a visible, positive and consistent presence throughout the community.

STRATEGIC INITIATIVES

Strengthen Community Partnerships

Develop collaborative relationships with municipalities, schools, community organizations, health professionals and local businesses that advance the Club's mission while creating value for members.

Grow the Sport of Pickleball

Expand introductory programming, community outreach and promotional activities that encourage participation across all ages and skill levels.

Enhance Communication

Improve communication strategies to showcase the Club's programs, achievements, volunteer contributions and community impact while reinforcing the value of membership.

Foster an Inclusive Club Culture

Promote accessibility, diversity and belonging by ensuring all members and guests experience a welcoming, respectful and supportive environment.

TRACKING OUR PROGRESS

Measures of Success	Description			
Community Outreach Partnerships	# Of Active External Community Partnerships & Outreach Initiatives	≥5	3–4	0–2
New Members from Referrals	Referred New Members ÷ Total New Members	≥40%	20–39%	<20%

LEGEND:  Meets or Exceeds Target  Approaching Target  Below Target

Pillar 4

Competitive Advantage

STRATEGIC OUTCOME

We will be a high-performing organization setting the standard in our market for leadership, play and instruction.

BUSINESS PROCESS OUTCOMES

To achieve this outcome, Kingston Pickleball Club will excel by:

- Delivering high-quality programs that consistently meet the diverse needs of members.
- Optimizing facilities to maximize member access, comfort and enjoyment.

STRATEGIC INITIATIVES

Deliver Exceptional Member Experiences

Maintain consistently high standards of customer service, programming, instruction and operational excellence that differentiate Kingston Pickleball Club.

Expand High-Performance Programming

Develop advanced coaching, competitive play, tournaments and specialized instructional opportunities that support player development at every level.

Foster Innovation and Continuous Improvement

Encourage innovation, evaluate emerging trends and continuously improve Club programs, services and operations through member feedback and evidence-based decision-making.

Strengthen Governance and Leadership

Invest in organizational leadership through the recruitment of a General Manager, Pickleball Operations & Head Professional, development of instructors and volunteers, governance excellence and succession planning to ensure the Club's long-term success.

TRACKING OUR PROGRESS

Measures of Success	Description			
Advanced Program Participation	% of Members in Leagues, Ladders, Clinics and Host Tournaments	80–95%	60–79%	<60%
Advanced Program Quality	Instructional Quality Scores	≥8.5	7.5–8.4	<7.5
External Participation/Regional Recognition	% of Participants from Outside KPC (clinics, hosted tournaments, etc.)	≥35%	20–34%	<20%

LEGEND:  Meets or Exceeds Target  Approaching Target  Below Target

Moving from Strategy to Action

Measuring Our Progress

Our four Strategic Pillars provide the long-term direction for Kingston Pickleball Club. Together, they guide our decisions, priorities and investments as we build a financially strong, member-focused and community-minded club.

Strategic Scorecard

The Board of Directors will use a Strategic Scorecard to monitor the Club's progress. The Scorecard includes **MEASURES OF SUCCESS** for each Strategic Pillar, helping the Board and committees understand:

- What is working well
- Where improvement is needed
- Whether we are making progress toward our strategic goals

Performance will be reported using three simple ratings:

- **Good** – Meeting or exceeding the target
- **Fair** – Progress is being made but needs attention
- **Needs Attention** – Action is required

Monitoring Progress

The Board will review the Strategic Scorecard regularly throughout the year. Committees will report on the **MEASURES OF SUCCESS** and strategic initiatives for which they are responsible regardless of which Strategic Pillar they support.

Reporting will focus on:

- Progress toward targets
- Key trends and insights
- Status of strategic initiatives
- Significant achievements
- Risks and recommended actions

Each year, the Club will share a summary of the Strategic Scorecard with members to demonstrate our commitment to transparency, accountability and continuous improvement.

Leadership & Accountability

Working Together

Achieving our Strategic Plan is a shared responsibility. The Board of Directors provides strategic leadership and oversight, while committees, volunteers, instructors and members work together to bring the plan to life.

Every board member, staff, committee, instructor and volunteer contributes to the Strategic Plan by supporting one or more of the Club's Strategic Pillars.

The Board of Directors is responsible for:

- Setting the Club's strategic direction
- Monitoring progress through the Strategic Progress Scorecard
- Ensuring financial sustainability and good governance
- Approving strategic priorities and major investments
- Reviewing the Strategic Plan each year
- Reporting progress to members

Committees support the Strategic Plan by:

- Developing annual priorities aligned with the Strategic Pillars
- Leading assigned strategic initiatives
- Monitoring progress and recommending improvements
- Reporting regularly to the Board on their activities and results

Staff, Instructors and Volunteers support the Strategic Plan by:

- Delivering quality programs and services
- Supporting operational excellence
- Engaging and developing members
- Fostering a welcoming club culture
- Driving continuous improvement

Annual Strategic Review

The Strategic Plan is a living document. Each year, the Board will:

- Review Strategic Pillars and priorities
- Assess performance using the Strategic Scorecard
- Confirm implementation priorities
- Consider emerging opportunities and risks
- Update the implementation roadmap as needed

Any significant changes to the Strategic Plan require Board approval.

Monitoring Progress & Reporting

Kingston Pickleball Club is committed to transparency and accountability. Members will receive regular updates on the Club's progress through:

- Annual General Meeting presentations
- Annual Strategic Scorecard reports
- Club newsletters
- Website updates
- Member information sessions

Three Year Strategic Implementation Roadmap

The Strategic Plan will be implemented through a phased approach over three fiscal years. This schedule provides flexibility while ensuring that foundational initiatives are completed before longer-term objectives are advanced.

Year One (2026)

BUILD THE FOUNDATION

Leadership & Governance

- Establish Strategic Scorecard reporting
- Align Board Committees with Strategic Pillars
- Recruit and onboard the General Manager, Pickleball Operations & Head Professional
- Expand instructor recruitment

Member Experience

- Launch the Player Development Pathway
- Expand year-round programming
- Establish the Club Community Engagement Program
- Begin implementation of priority facility and amenity enhancements

Financial Stewardship

- Review reserve funding strategy
- Evaluate revenue diversification opportunities
- Improve financial reporting and **MEASURES OF SUCCESS** monitoring

Community

- Strengthen community partnerships
- Expand introductory pickleball programming
- Increase communication of Club programs and services

Year Two (2027)

EXPAND AND STRENGTHEN

Leadership

- Continue leadership development
- Expand volunteer recruitment and recognition

Programming

- Enhance competitive programming
- Expand specialty clinics and instructional opportunities
- Continue player assessment and progression

Facilities

- Advance long-term facility planning
- Evaluate future facility options

Community

- Expand community partnerships
- Increase outreach activities
- Grow regional visibility

Three Year Strategic Implementation Roadmap (cont'd)

Year Three (2028)

EVALUATE AND PREPARE FOR THE FUTURE

Strategic Review

- Evaluate achievement of Strategic Outcomes
- Complete comprehensive Strategic Scorecard review
- Assess member satisfaction
- Review financial sustainability

Continuous Improvement

- Refine programs using **MEASURES OF SUCCESS** results
- Update governance practices
- Prepare the next Strategic Planning cycle

Future Planning

- Confirm long-term facility direction
- Develop the 2028–2032 Five Year Strategic Plan

Annual Review Cycle

To ensure continued relevance, the Board of Directors will complete an annual strategic review that includes:

- Assessment of Strategic Initiatives
- Review of **MEASURES OF SUCCESS** performance
- Evaluation of implementation progress
- Confirmation of annual priorities
- Communication of progress to members

This annual review process ensures that the Strategic Plan remains responsive to changing member needs while maintaining its long-term strategic direction.

Three Year Strategic Implementation Roadmap (cont'd)



Kingston Pickleball Club Scorecard

Pillar 1 - Exceptional Membership Experience

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Pillar 4 — Competitive Advantage

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**EXCEPTIONAL
MEMBERSHIP
EXPERIENCE**



**FINANCIAL
STRENGTH &
STEWARDSHIP**



**COMMUNITY
IMPACT &
VISIBILITY**



**COMPETITIVE
ADVANTAGE**