

St. Albert Pickleball Club

Board Policies

Governance

Strategic Planning

POLICY:

The SAPC board will engage in a strategic planning process to plan the future of the SAPC by developing a vision statement, purposes, goals and major policies for achieving that future.

PURPOSE:

The strategic plan aims to focus the SAPC's decisions and actions on realizing its mission and vision, incorporating its values, goals, strengths, opportunities and priorities while managing risks that may threaten the plan.

CLARIFICATION:

1. The Objects of Incorporation and the vision and mission statements provide the reasons why the SAPC exists. The strategic plan answers how the board seeks to fulfill the objects, vision and mission.
2. The strategic plan will be realized through the annual plans and budgets of the SAPC.
3. The board sets a planning horizon for the Strategic Plan.

STEPS IN PREPARING A STRATEGIC PLAN:

VISIONING

1. Who are the stakeholders of the SAPC?
2. If SAPC had to dedicate the majority of its resources to specific groups, who would they be?
3. Who is specifically included and who is excluded?
4. Does the board still want to go where the SAPC is currently heading? Where else could the SAPC be going? What does this new place look like? Why should the SAPC go there?
5. Describe in detail what the best possible future for the SAPC looks like. This is the foundation of the strategic plan.
6. Taking enough time to get agreement and alignment on this future is important, because otherwise individual board members will work towards their own desired outcomes and disagreements will result.

VALUES SETTING

1. To be successful the SAPC needs values that are understood, agreed on and communicated.
2. Values create a set of behaviours that everyone in the organization can count on and expect.
3. The values of the SAPC ensure that the team is playing by the same rules, and they clearly identify how the team can be successful and fulfilled in its SAPC activities.

MISSION SETTING

1. How is the board going to make this detailed vision a reality?
2. What needs to be done and what are the steps that get it accomplished?

3. Identify the top level key components that are essential to success.

DOING A STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS ANALYSIS

1. use separate SWOT on each major part of the Vision and Mission.
2. set the time horizon for the analysis for each major objective or plan;
3. concentrate on 2-3 items in each of the areas of S,W,O, and T for these major parts;
4. be specific and quantify the findings, so that actions to be taken are clear, and can be planned and resourced;
5. keep in mind that Strengths and Weaknesses are internal to the organisation, Threats and Opportunities are external factors, and largely out of our control;
6. start with the external factors first, and consider impacts from Social trends, Local Politics, Trends in sports, Economic climate, Competing Events and Regulatory requirements;
7. identify programs, systems and practices that are out of date, or that provide limited benefits for the effort expended and consider dropping these activities or programs.

MAKING THE STRATEGIC PLAN

The board uses the SWOT analysis to identify the priority objectives for the new Strategic Plan and seeks to:

- utilize the identified strengths to full advantage;
- mitigate the weaknesses;
- capitalize on the opportunities and;
- minimize the impact of any threats.

Note: Opportunities that are not exploited may be taken up by competing events, and so become a threat to the SAPC

DETERMINING RISKS, COMPETING INTERESTS AND OBSTACLES TO THE STRATEGIC PLAN

Do a Risk Assessment that covers the latest strategic planning period to help manage risks specific to the plan and identify mitigation plans. Update the Risk Register

DETERMINING GOALS AND TACTICS FOR EXECUTION

1. The board makes more detailed annual, short term (2-3 year) and medium term (4-5 year) plans to meet the strategic objectives, including timelines and resources needed.
2. The board assigns the individual action steps of these plans, sets up reviews, measuring points and milestones to track and adjust the progress.

SHARING THE PLAN

Communicate the vision, mission, values, target and the strategic plan to get SAPC stakeholders bought in to the plan, sharing key strategic priorities. Ask for, and respond to, feedback from the stakeholders.

ANNUAL ACTION PLAN

The board ensures that the annual planning cycle will reflect and support the strategic plan and the resulting short and medium term plans, so that everyone is working on the right priorities.

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