

2024 Chippewa Valley Pickleball Club Strategic Plan Development

At the 2023 CVPC Annual Meeting, the Board committed to creating a long-range strategic plan for the organization. This coincided with the ongoing development of a long-term Memorandum of Understanding with the Village of Lake Hallie. This MOU was to develop a strategic partnership to first, add more open court capacity for open play for the community and our members and second, bring more regional and potentially national tournaments to the region.

In May 2024, the CVPC Board embarked on the creation of a long-range strategic plan. We have spent approximately 12 hours at the following meetings:

- Thursday, May 9
- Wednesday, June 12
- Thursday, July 11 (planned)

At these strategic planning sessions, the Board has embarked on a journey of understanding the CVPC better and looking ahead to what we want the organization to become. To accomplish this, the Board reviewed the Mission Statement and generally agreed with its wording. The following **Mission Statement** continues to be the Mission of the Chippewa Valley Pickleball Club:

To promote the game of pickleball and its many benefits by providing inclusive, respectful, and welcoming pickleball for all ages and skill levels throughout the Chippewa Valley.

The second activity of the CVPC Board during the strategic planning was to create an inspiring Vision Statement stating what the organization wishes to become in 5-10 years. A visioning activity created the following **Vision Statement** that was officially approved by the members of the Board at the June 12 session:

Chippewa Valley Pickleball Club will be the leader of year-round pickleball play through public and private partnerships.

As a means of better understanding the current situation of the Club, the Board performed a Strengths, Weaknesses, Opportunities, and Threats, or SWOT, for the Club. This was an interesting and fun activity that generated a great deal of understanding of the club. The diagrams of the organized SWOT into themes, or Affinity Diagram, was developed.

To better understand the information in the SWOT, the following is provided:

- Each Board Member brainstormed their own ideas of what were the strengths, weaknesses, opportunities, and threats to the organization.
- These items were placed on a large wall (yellow stickies in the diagram).
- Board members in small groups silently organized the all of the ideas from the four categories into themes.
- Themes were reviewed by subsequent small groups and reorganized.
- Finally, the theme headers were created. These are the pink stickies in the diagram.

Affinity Diagram

CVPC 2024 Strategic Planning

SWOT: Strengths, Weaknesses, Opportunities, Threats

Open Play is Foundation of Club	Membership is Growing & PB is Popular	Chippewa Valley Has Lots of Outdoor Courts	Newsletter is Timely & Relevant	CVPC is Friendly & Supportive	Private Courts May Develop	Fund Raising Sources Needed	CV Lacks Indoor Courts
open play is fun	currently growing in numbers (534)	CV has over 50 outside courts	we have pretty good communication with members	members support each other	private court development may impact club	apply for grants (LH, McD, ...)	need more indoor courts
open play is our strength	we have 534 members	having LH and McD	creating monthly newsletter	CVPC is a great third space	private for profit entities coming in	sponsors want to support PB	lack indoor courts
pickleball is a game!	our 534 members	LH facility provides great opportunities	great newsletter & communication	people are generally very friendly	competition from private clubs	member donations can raise funds	need winter indoor play courts
	pickleball is growing in popularity		provide members with informational newsletter	friendships develop here	private clubs could be demise	potential fund raising opportunities	
	PB is fastest growing sport in USA			I have friends here		can we afford LH and McD?	
	grow our club to 1000 members			club is recognized for welcoming play		CVPC is responsible for court repairs at LH	
	membership will grow due to McD and LH			friendly openness & inclusion		could pursue grants to complete LH	
				may lose social aspect as club changes		lacking funds to finish LH (lights, restroom, storage, ...)	
				losing touch with members as we grow			

Affinity Diagram

CVPC 2024 Strategic Planning

SWOT: Strengths, Weaknesses, Opportunities, Threats

Potential Exists for CVPC to Split	Members Know Club Relevance	Provide Ongoing Tournament Play	Recognize Need of All Demographics	Partner MOUs Improve Communication	Fair Rating System Is Important	Play Opportunities Are Evolving	CVPC Lacks Long Range Plan
LH may divide club	ensure member see value (LH, McD)	more events	engage young members	improve relationship with City of EC	courts are not play leveled	promoting new play	we don't have a long range plan
another club may start drawing away members	club could become irrelevant or unnecessary	we can bring in tournaments	encourage active aging	private/public partnership is the future for expanding play	could develop own DUPR like system	evolving from open play to group play	lack of long-term plan
club could split (competitive LH vs. open play McD)	members ask "What is club doing for me?"	host level pickleball (regional) tournaments	a place to improve my health (mental & physical)	promote good relationships w/ local communities	DUPR ratings for club members are overstated	providing existing leagues for all levels	
	members ask "why am I a member?"	expanding tournament play	promoting membership to teens to 20's	City of EC MOU is a positive (goal)	develop our own rating system	LH facility provides new opportunities	
	lose relevance for members	tourneys will bring \$\$	demographics of CV players decreasing in age	relationship with City of Eau Claire	DUPR ratings may affect players at other tourneys	congested indoor morning play @ YMCA SC	
		CVPC can sponsor tourneys, give paid lessons, run leagues, etc. with LH	PB is inclusive (variety of players, many ages, social backgrounds)	City of EC relationship has problems		very limited evening indoor play @ YMCA SC	
			people will lose interest in club if don't cater to all levels	LH MOU allows freedom		CVPC can sponsor tourneys, give paid lessons, run leagues, etc. with LH	
			lack of beginner inclusion	communication breakdown with City of EC			
				City of EC park calendar is difficult (find it, update, etc.)			
				City of EC funding needs definition in MOU			

Affinity Diagram

CVPC 2024 Strategic Planning

SWOT: Strengths, Weaknesses, Opportunities, Threats

CVPC Historical Documents Need To Be Available	Board Communication is Challenging	Volunteerism Is Necessary	Club Needs Liaisons for Public/Private Relationships	Provide Learning Opportunities For All Levels	PARKING LOT: No Home Yet	0	0
need to ensure transfer club knowledge to new members	Board needs better communication	20% or less doing most of work	need a point person for LH (deal w/ issues)	members willing to teach others on own (volunteering)	Board focus is micro, not macro		
we don't have good, concise record keeping	Board communication: emails? Meetings? Texts?	need to share workload to avoid volunteer burnout	hire an executive director	don't have certified coaches	Board is diversified		
club history documents are not available	Board use of group app to communicate	lack of willing volunteers	need a point person for City of EC (deal w/ issues)	don't have player development beyond beginner lessons	dynamics are switching from McD to LH		
		lacking member involvement in directing future		expand opportunities for beginners (course of X lessons)	insurance coverage		
		volunteers are difficult to find		CVPC develops champion players (of all ages)	elitism? is a threat to club		
		don't know volunteer/members area of expertise			to become the best PB Club in Midwest		
		rely on volunteers- don't have employees					
		devoted club members and leaders are club strength					
		need to learn talents/interests of members					

At the second strategic planning meeting, the Board began developing action items that would drive the organization to the Vision. The following items, or yellow stickies, were developed and subsequently organized into themes.

Affinity Diagram

CVPC 2024 Strategic Planning

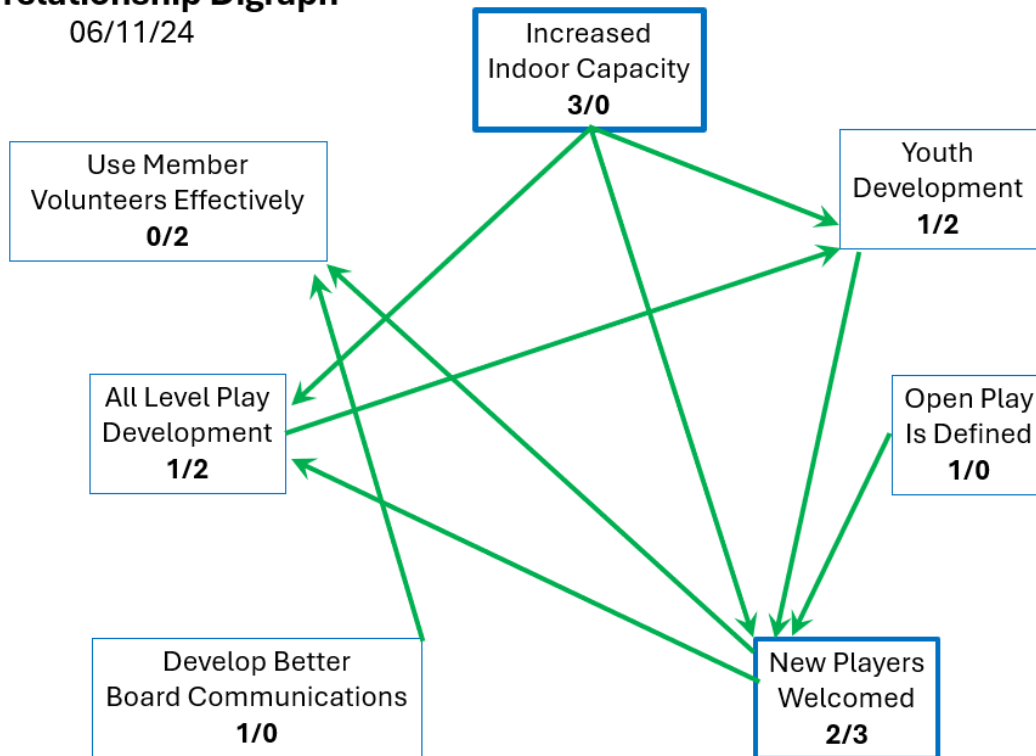
Action Item Brainstorm

Use Member Volunteers Effectively	Develop Better Board Communications	New Players Welcomed	Open Play is Defined	All Level Play Development	Increased Indoor Capacity
query talents of all members (talent pool)	develop better board communication	welcome new players	develop CVPC rating system for play times	develop all player skills	encourage development of indoor play space
engage more of our members (volunteering)	streamline board communications	pursue new/entry level players	define CVPC open play/etiquette	provide intermediate lessons/skills	explore possible partnerships for indoor play
re-evaluate committee structure	survey members on needs (open play, etc.)	provide social opportunities	enhance open play for all	bring in pro lessons providers	develop a CVPC indoor facility
			continue balance of open/competitive/skills play		brainstorm fundraising of year round play
			develop level play courts/times (signage, etc.)		organize wintyer tournaments
			bring in official raters		

To move forward with the development of in-depth action items that will truly move the organization ahead, the Board needed to understand which of these themes shown above are truly the drivers and which are being driven by other themes. To understand this, the Board interactively created the following interrelationship digraph.

**CVPC Action Item Themes
Interrelationship Digraph**

06/11/24



The numbers in each theme box indicate the driver/driven relationship the theme has to the other themes. This was determined by asking the question “If we develop action items in this theme, will it affect the other theme, or vice versa?” The darkened theme box indicates these are themes that are drivers and will significantly affect the Club’s ability to achieve our Vision.

One discussion item that the Board did not want to lose was the idea of increasing the effectiveness of the CVPC Board. It was agreed from a side bar conversation the Board would begin to work on increasing the effectiveness of its organization, communications, and overall document organization through tracking of Board Effectiveness Action Items at each Board meeting. These will be organized as SMART goals.

Next Steps (as of 7/11/24):

The next steps for this strategic planning effort is to create 3-5 action items that are SMART (specific, measurable, achievable, realistic, and timely) for the themes that will drive the organization to achieving the vision. These goals will generally follow the following format:

Theme	Focus Area for Action Items
Goal	Operationally defined item to be accomplished
Task	Method or action item to be used to reach goal
Assigned To	Person who coordinated and conducts activities
Desired Outcome	Intended outcome from the action item/task
Success Measure	Indication of target accomplishment
Next Steps	Direction for next task(s) from result of this task completion

At the next strategic planning session, the Board will flush out specific action item, with targets and measurable indicators to show progress toward the goal. A fully detailed set of action items will be created using this framework.

Prior to this third strategic planning meeting, Carol Wilczek and Dan Bee met to begin creation of tasks that could be taken based on the dialogue supporting the main themes developed from the Interrelationship Digraph and other information within the previous SWOT activity. The following charts detail the beginning of the dialogue to develop an action oriented plan to move CVPC toward our vision.

Theme: <i>Increase Year-Round Indoor Play Capacity (Daily and Tournament) with Community Partners</i>					
1 Goal: Understand All Community Partner Plans					
<i>Task(s)</i>	<i>Assigned to</i>	<i>Desired Outcome</i>	<i>Target Date</i>	<i>Success Measure</i>	<i>Next Steps</i>

1.1	Understand CVPC/YMCA relationship for daily/tournament play Contact Derrick for all Chippewa Valley YMCA ● Sports Center ● South ● Downtown ● Menards Tennis Center ● Chippewa Falls	Greg Helgeson	YMCA plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.2	Understand CVPC/AT Elite relationship for daily/tournament play	Carolyn Johnson	AT Elite plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.3	Understand CVPC/UW-EC relationship for daily/tournament play	Carol Wilczek	UW-EC plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.4	Understand CVPC/Valley Sports Academy relationship for daily/tournament play	Patti Rogstad	Valley Sports Academy plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.5	Understand CVPC/YMCA Menards Tennis Center relationship for daily/tournament play	Greg Helgeson	YMCA plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.6	Understand CVPC/EC Sports Warehouse relationship for daily/tournament play	Dan Bee	EC Sports Warehouse plans understood	by 8/8/2024	Fully developed understanding (MOU)?	
1.7	Partner immediately with private entity planning a new facility			??		
1.8	Investigate how CVPC could develop own indoor facility	Dan Bee	501c(3) non-profit ability to create/run facility is understood	by 8/8/2024	Board understands possibilities	
1.9	Understand Eau Claire School District- Parks and Rec- Claire	Carol Wilczek				

1.10 Hobbs					
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Theme: Improve Membership Communication

2 Goal: Target Different Age Groups with Social and Promotional Activities

	<i>Task(s)</i>	<i>Assigned to</i>	<i>Desired Outcome</i>	<i>Target Date</i>	<i>Success Measure</i>	<i>Next Steps</i>
2.1	Create signage for parks outlining play opportunities	Dan Bee Greg Helgeson		8/31/2024	welcoming signage on courts	
2.2	Determine ways to identify new players and disseminate to CVPC Court Ambassadors					
2.3	Publicize and hold novice round robin					
2.4	Increase membership demographic information (age, lesson needs-all levels, how long playing, etc.)					
2.5	Create court calendar?	Dan Bee				
2.6	Member Survey?	Karen and Carol				