



Port Townsend Pickleball Club – Strategic Plan, 2021-2025

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Introduction

Port Townsend Pickleball Club was first organized in June, 2019, and soon became an official, non-profit club. Its primary goal in organizing was to promote pickleball in Port Townsend and East Jefferson County and to develop more places to play. In its first few months, PTPC was highly successful – forming a Board; developing a Facebook page, website, and email program; recruiting members, 100+ right off the bat; and re-purposing one of the PTHS tennis courts into four pickleball courts with portable nets.

As the Club grew and its reputation began to become well-known, the goals of the Club sometimes shifted. In an effort to clarify the vision of the Club, the Board decided to pursue in earnest one of its original goals: Develop a Strategic Plan for the short term and the long term. A strategic planning committee was formed, consisting of both Board directors and Club members in Summer, 2020.

Before the Strategic Planning Committee (SPC) dove into the challenging work of developing the Plan, the Club chose to send out a survey to find out what the priorities of the membership were. The response from the Club was substantial, and the survey report was published soon after. The responses from the survey guided the SPC in its work. (See the PTPC Priorities Survey Results in Appendix.)

Summary

In its efforts to align the Club's goals with its mission statement, the SPC identified five areas of focus:

1. Develop permanent outdoor public courts for pickleball
2. Develop more places to play pickleball indoors
3. Promote the sport of pickleball in the community through various public relations efforts
4. Promote Port Townsend Pickleball Club to attract interest and generate membership
5. Develop processes for fundraising.

The work of the SPC was underway when the Covid 19 pandemic hit and Jefferson County went into lockdown; the Committee realized that public resources for developing more places to play would be scarce. Achieving lofty goals for permanent pickleball courts in the county and city, either indoor or outdoor, would be difficult to reach in the near future. The Committee then decided to narrow its focus, and instead of lobbying for eight brand new, outdoor, permanent courts on a piece of public property, the Club should attempt to find a space that needed simply an upgrade and would provide room for four courts only. Four more courts could be developed nearby at some unspecified time in the future. The Plan reflects this thinking.

It should be noted, the results of the survey showed that indoor courts are a priority for the Club. In its deliberations, however, the Committee viewed developing indoor courts as a much more difficult goal to achieve, especially in a pandemic. In addition, the survey showed that a majority believed developing indoor courts in a multi-use facility to be shared with other organizations was the most viable option. As the Strategic Plan began to take shape, the Committee put developing outdoor courts as a first priority ahead of indoor courts because it was deemed a more practical goal, easier to achieve and likely less expensive. The Committee emphasized, however, that Action Steps for pursuing both indoor and outdoor courts can be taken simultaneously. When these processes are completed, the Board will carefully consider which project will be the target for a fundraising campaign.

The PTPC Strategic Plan, 2021-2025, was formally adopted by the PTPC Board of Directors at its monthly meeting, April 13, 2021. It can be found on the www.ptpickleball.com website.

Many thanks to the Strategic Planning Committee for their time, energy, and thoughtfulness. Their hard work produced an excellent plan to guide PTPC for the next five years.

Members of the Strategic Planning Committee

Mary Critchlow, PTPC President
Susan Green, PTPC Member
Eric Seder, PTPC Facilities Director
Lynn Pierle, Chair, Port Townsend Pickleball Ambassador

Thanks also to Steven King, Port Townsend Public Works Director, who provided guidance and insight for developing the Plan.

PTPC Board of Directors

President – Mary Critchlow
Vice-President – Patti Rowdabaugh
Secretary – Jeannie Ramsey
Treasurer – Craig Walls
Membership Director – James Geren
Court Operations Director – Jim Dow
Communications Director – Kim Anderson
Facilities Director – Eric Seder
Board Member At-Large – Warren Smith
Port Townsend Pickleball Ambassador – Lynn Pierle

Port Townsend Pickleball Club Strategic Plan

PTPC Purpose	The purpose of the Club is to promote the sport of pickleball within the City of Port Townsend and East Jefferson County.
PTPC Mission	<p><i>The mission of the Club is</i></p> <ul style="list-style-type: none"> • <i>to facilitate growth of pickleball in East Jefferson County</i> • <i>to promote health and wellness by fostering recreational play and skills development</i> • <i>to build community across all ages and encourage friendly and sportsmanlike conduct</i>

The PTPC Strategic Plan is organized around the following concepts:

Goals: *What measurable goals are needed to meet the purpose of the Club?*

Objectives: *What are the specific, attainable, realistic objectives that will help the Club meet its goal?*

Strategy: *What is the plan to attain the objectives?*

Action Steps: *What steps are needed to complete the strategy?*

Timeline: *What is the time frame for taking the action steps?*

Lead: *Who is/are the lead persons?*

Goal 1: Develop in phases a significant number of outdoor pickleball-only courts with essentially unlimited access for club members and the general public.

Objective 1a (Phase 1): Develop 4 or more pickleball-only courts with permanent nets at an existing sports facility that could easily be transitioned to permanent courts. This short-term objective could turn out to be part of a planned two-part development that results in meeting the overall goal of 8 or more courts.

Strategy: Research possible sites for outdoor courts and collaborate with city and county governments, and possibly private sources, to build pickleball-only, outdoor courts.

Action Steps:

- Inventory current and potential sites (see Appendix).
- Renew and expand government contacts, especially with the City of PT and Fort Worden/PDA.
- Establish criteria for a single site including size, proximity to houses/businesses, wind, parking, restrooms, storage, expansion potential for Phase 2 (courts or clubhouse). If a site with

expandability for Phase 2 is not available, the two phases will essentially involve replication of all steps.

- Eliminate sites that are clearly not feasible.
- Seek governmental designation of potential site so that we can study costs and pre-negotiate general terms of use.
- Prepare design in accord with site.
- Retain construction company or consultant to produce cost analysis.
- Fundraise.

Timeline: 2021-2022

Lead: Director of Facilities, Facilities Committee

Objective 1b (Phase 2): Develop 4 or more additional outdoor pickleball-only courts, preferably close to the initial courts.

Strategy: Same as for Objective 1a

Action Steps: Same as for Objective 1a

Timeline: 2022-2023

Lead: Director of Facilities, Facilities Committee

Goal 2: Provide indoor pickleball facilities for PTPC in a location(s) that can be conveniently accessed by all PTPC members and the general public.

Objective 2a - Short Term: Locate or acquire an existing facility and convert it for pickleball play. This facility will most likely be a multi-use facility with limited access for pickleball players.

Strategy: Continue to use the Mountain View gym for indoor play, as well as explore other sites, like McCurdy Pavilion, Airport Hangar, for indoor play. Also research types of structures that are suitable for weather protected play (e.g., roof coverings, bubbles and fully enclosed plastic structures to cover an existing outdoor site, etc.).

Action Steps:

- Inventory current and potential sites (see Appendix).
- Negotiate with City/YMCA for continued use of Mountain View Gym.
- Negotiate with other entities to install temporary pickleball courts.
- Continue negotiations with the City of PT for possibility of covering the MV site or other outdoor site.
- Investigate coverings that are used for indoor pickleball.

Timeline: Negotiations ongoing. Complete research for covering by end of 2021. Implementation depends on completion of outdoor site. Target date - end of 2022.

Lead: Director of Facilities, Facilities Committee, President of the Board

Objective 2b – Mid-Term: Partner with other organizations either to convert an existing building that could be used for a variety of activities and open to all pickleball players, or to build a new one for multi-purpose use.

Strategy: Collaborate with other organizations interested in either acquiring a structure or constructing a new building for mixed use, including pickleball.

Action Steps:

- Identify other organizations that are interested in building a new, or upgrading/re-purposing an existing, multi-use facility.
- Research possible sites for indoor courts and collaborate with city and county governments and possibly private sources to build the pickleball courts.
- Begin the search for any existing structures or the land to build a new structure.
- Finalize the plan for indoor remodel or new structure.
- Negotiate with cooperating agencies for what contracts will exist.
- Begin formal fundraising for the capital campaign.
- Work with cooperating agencies to seek loans or other funds to acquire land or building and to hire consultants.

Timeline: Research and planning, complete by 2023; building complete by 2025.

Lead: Director of Facilities, Facilities Committee, President of the Board

Objective 2c - Long Term: Build a new facility for pickleball-only play to be used for club members and the public.

Strategy: Pursue a private entity to build and manage an indoor, pickleball-only facility on the North Olympic Peninsula.

Action Steps:

- Form an Exploratory Committee, possibly with other interested parties throughout the North Olympic Peninsula.
- Research possible private sources, like golf clubs, pickleball franchises, sports organizations, businesses, or other non-profits.
- Develop an appropriate business model to present to the potential owner/investor.
- Contact potential businesses and present the model.

Lead: Interested volunteers from PTPC and other clubs, USA Pickleball Ambassadors

Timeline: Complete by 2024-25

Goal 3: Promote pickleball in the community by creating awareness of the sport and its benefits.

Objective 3a: Educate the community.

Strategy: Use available media resources to provide information.

Action Steps:

- Write press releases to PDN and the Leader with stories about pickleball.
- Use radio station for interviews with pickleball players.
- Install an information booth at the open air markets.
- Advertise PTPC tournaments and events.
- Maintain a PTPC website and Facebook page.

Timeline: Ongoing

Lead: Director of Communications, Communications Team

Objective 3b: Generate interest across ages and demographics.

Strategy: Reach out to various groups around the county to promote and demonstrate pickleball.

Action Steps:

- Speak at the various civic and business organizations to introduce the sport and invite participants to play.
- Appoint a Schools Liaison.
- Propose adding pickleball to the schools' PE curriculum at all levels.

Timeline: Dependent on public health safety and the pandemic. 2022-Ongoing.

Lead: Club President, Volunteers, Pickleball Ambassador(s); Schools Liaison

Objective 3c: Publicize pickleball activities and events to tourists and visitors.

Strategy: Inform tourists and visitors to the area about opportunities to play pickleball.

Action Steps:

- Update Places to Play on the USA Pickleball website regularly.
- Post flyers with information about events and activities around town where visitors gather.
- Post information on website and Facebook page regularly.

Timeline: 2021-Ongoing

Lead: Communications Director, Port Townsend Ambassador

Goal 4: Promote a strong club image that will attract interest and generate membership growth.

Objective 4a: Identify ways to add value to Club membership in order to recruit new members and to maintain membership.

Strategy: Develop programs that benefit Club members.

Action Steps:

- Provide incentives for recruiting new members, such as club merchandise, gift certificates, and/or free t-shirt.
- Have a members-only link on the website with specific information, such as contact information, Club business, financial reports, etc.
- Create incentives for maintaining memberships (like discounts, fee waivers, multi-year memberships at a reduced price).
- Develop beginner, intermediate and advanced lesson plans.
- Provide free classes and clinics to members: beginner, intermediate and advanced.
- Design court use (schedule of play) based on members' input.
- Survey Club members to learn which skill-building and/or social activities they want the Club to organize. Some examples are as follows:
 - Initiate a ratings process for club members.
 - Evaluate demand for organized play, like leagues, ladders, round robin tournaments, etc.
 - Explore exchanges with other clubs/groups in the region.
- Organize an annual appreciation event for all members.

Lead: Membership Director, Court Operations Director, Volunteers

Timeline: Ongoing from 2021

Objective 4b: Increase the volunteer base of the Club.

Strategy: Involve current members in pickleball and social programs so they are connected and feel like a valued part of the club.

Action Steps:

- Set-up voluntary committees for a variety of tasks and activities so that the work is spread out to multiple members (e.g., Tournament Committee, Fund-raising Committee, Merchandise Committee, Social Committee, etc.).

Lead: Volunteer Committee Chairs

Timeline: Ongoing from 2021

Goal 5: Develop processes for fundraising.

Objective: Identify projects requiring fundraising, determine the financial goal, and implement the optimal process.

Strategy: Develop a two-tiered system for fundraising, one on-going and one for capital campaigns.

Action Steps:

- Develop an on-going system for raising funds to put in reserve for incidentals as the need arises.
 - Activate a regular system for donations.
 - Maintain active merchandising.
 - Conduct events, like Club tournaments, to raise money.
- For a capital campaign identified by the Board, do any or all of the following:
 - Compile a donor list.
 - Solicit pledges and donations from donor list.
 - Conduct fundraising events, like social activities, tournaments, etc.
 - Continue to work with the City of Port Townsend and Jefferson County.
 - Solicit sponsors from business and non-profits.
 - Establish a grant writing committee to research grant opportunities and write the grants.

Lead: Treasurer, Fundraising Committee, Board, Grant Writer, and Volunteers

Timeline: To be determined

Appendix

Port Townsend Pickleball Club Priorities Survey Summary:

This is intended as a brief summary of the PTPC Priorities Survey, not a scientific analysis of the results. The Strategic Planning Committee hopes to use the results as a guide, not as a directive. There were 68 respondents to the survey, out of 211 subscribers (response rate – 32%). Of the respondents, it is estimated that 80% of them are PTPC members. 63% live in the Port Townsend area year-round.

The first five questions tried to ascertain the degree to which the various options of developing places to play were important. There is high interest in developing indoor courts, with 87% of the respondents strongly agreeing/agreeing that it is important. With regard to the indoor courts, 75% strongly agreed/agreed that a multi-use public facility which can be shared with other organizations would meet indoor pickleball needs, whereas 41% strongly agreed/agreed that the indoor courts should be a pickleball-only facility. 64% strongly agreed/agreed that it is important that outdoor, pickleball-only courts be built at one site. Generally, outdoor pickleball courts were preferred to be at one site, not various sites around the county.

When the respondents were asked what was **most important** for them, the multi-use, indoor facility garnered the most votes – 36%. The indoor and outdoor pickleball-only facilities each had 29% of the votes. When it comes to fundraising, 100% of the respondents said they would likely make a donation *for their preferred facility*. 78% said they would likely help with the fundraising.

The comments at the end of the report are also interesting and provide some valuable suggestions, for the Board, the Club and the Strategic Planning Committee.

Please note: the responses are listed in percentages.

Survey questions

1. It is important to build public, high quality, outdoor, pickleball-only courts at one site.
 - a. Strongly agree **39.4**
 - b. Agree **24.2**
 - c. No opinion **12.1**
 - d. Disagree **19.7**
 - e. Strongly disagree **4.5**

2. It is important that more public places to play pickleball outdoors be located at various sites around East Jefferson County.
 - a. Strongly agree **19.4**
 - b. Agree **43.3**
 - c. No opinion **16.4**
 - d. Disagree **19.4**
 - e. Strongly disagree **1.5**

3. It is important to develop more public places to play pickleball indoors.
 - a. Strongly agree 61.2
 - b. Agree 25.4
 - c. No opinion 10.4
 - d. Disagree 0
 - e. Strongly disagree 3.0

4. It is important to build a public high quality, indoor, pickleball-only facility.
 - a. Strongly agree 27.3
 - b. Agree 13.6
 - c. No opinion 22.7
 - d. Disagree 22.7
 - e. Strongly disagree 13.6

5. A new or upgraded multi-use indoor public facility which can be shared with other organizations and has space for four pickleball courts would meet the needs of the community for indoor pickleball play.
 - a. Strongly agree 34.3
 - b. Agree 40.3
 - c. No opinion 11.9
 - d. Disagree 7.5
 - e. Strongly disagree 6.0

6. Which of the following is the MOST IMPORTANT to you. Choose only one.
 - 28.8 Indoor, pickleball-only facility with 4-6 courts
 - 28.8 Outdoor, pickleball-only facility with 6-8 courts at one site
 - 36.4 A new or upgraded multi-use indoor public facility which can be shared with other organizations with space for four pickleball courts
 - 6.0 Other outdoor pickleball courts (with 2-4 at each facility), in addition to the Courthouse courts, spaced around East Jefferson County (like H.J. Carroll Park, Fort Worden, etc.)

7. In the previous question, you indicated which project is the MOST IMPORTANT for you. Now of the remaining projects listed, indicate which ones are NOT A PRIORITY for you? Check all that apply.
 - 26.4 Indoor, pickleball-only facility with 4-6 courts
 - 13.8 Outdoor, pickleball-only facility with 6-8 courts at one site
 - 19.5 A new or upgraded multi-use indoor public facility which can be shared with other organizations with space for four pickleball courts
 - 40.2 Other outdoor pickleball courts (with 2-4 at each facility), in addition to the Courthouse courts, spaced around East Jefferson County (like H.J. Carroll Park, Fort Worden, etc.)

8. Assume that PTPC will raise the funds for a new public pickleball facility from private and public sources. How much would you be willing to donate for your preferred facility?

- a. Over \$1000 7.6
- b. \$500 - \$1000 18.2
- c. \$250 - \$500 25.8
- d. \$100. - \$250 34.8
- e. <\$100 13.6
- f. Not likely to donate 0

9. Assuming fundraising for a new or upgraded pickleball facility would take a year or longer, how much time would you be likely to commit to fundraising for your preferred facility?

- a. One or more days or evenings per week 9
- b. One or more days or evenings per month 41.8
- c. An occasional hour or two 26.9
- d. Not likely to help with fundraising 22.4

10. In which part of Jefferson County do you reside?

- 42.4 Port Townsend city limits
- 6.1 Kala Point
- 28.8 Cape George
- 6.1 Port Hadlock/Chimacum/Irondale
- 13.6 Port Ludlow
- 3.0 Other East Jefferson County, or outside the county

11. Do you usually live in or travel to a warmer climate in the winter (Oct – April); in other words, are you a snow bird?

- 13.4 1-2 months
- 11.9 3-4 months
- 11.9 more than 4 months
- 62.7 No, I live in the Pacific Northwest all year round

12. A comment box has been provided for any other thoughts you may have about increasing places to play pickleball in East Jefferson County.

- My preference would be to keep pickleball courts, inside and outside, within Port Townsend.
- There always seem to be enough outside courts to play. We need indoor courts ASAP so keep talking to the YMCA.
- There are so many needs in the community, including a better swimming pool. We think pb is great and there seem to be many outdoor courts available but we think there are other things that are more of a priority. We play 3-4 times a week in PT and rarely see anyone else on the courts.
- Any indoor facilities need to be the highest priority. Even if we gain access to the MV gym, we don't have real, full size courts.
- Although it is preferable to have pickleball only facilities, we might be more successful if we are willing to share those facilities.

- Given our climate, indoor facilities with at least 4 courts are pretty crucial.
- We winter in Tucson which is why we have little personal interest in indoor play. If we lived in PT year-round, we would of course feel differently.
- 4 quality outdoor courts on one site would be a good, and attainable, short-term goal. Then move towards raising money for more courts.
- I would like to know if proper Covid-19 precautions were taken, would we be able to play indoors. If so, when might this happen?
- Couldn't we play at another venue in town, such as the gym at Blue Heron since the kids aren't using it?
- Thank you.
- As much as I would love to see a top notch indoor facility I just think funding would be very difficult. Also, is there any traction with the high school in regards to turning over the tennis court that we play on to dedicated pickleball courts?
- I would like a public indoor pickleball court that you could reserve for a price. Group play does not interest me, as ability levels are usually too disparate to make it fun for everyone.
- A covered outdoor facility with or without walls would be good for ventilation during Covid times.
- Pickleball remains the fastest growing sport. Young and old are enjoying the competition, exercise and friendships. It is time for Port Townsend to add another healthy activity for young and old alike.
- Why the emphasis on "6" outdoor courts? Four would be just fine if that's the space we can find. We don't have to do everything like Sequim.
- Is there any possibility of securing a hangar at the Airport for an indoor facility? While we are still in the process of developing our property for construction, I'd appreciate information on plans for a pickleball ball barn, that has walls that open for the warm season, and to accommodate early sessions without disturbing the neighbors. Sized for two courts. Even though my answers indicate that I don't want a Pickleball only facility, I truly would enjoy one. I disagree in principle on the exclusivity, and potential waste of resources of building anything that is of single use.
- Per question 11...not going south this year. Living where we do, we generally can play outdoors all year. Sure it can be colder than we would like, but I do not believe, especially now with the economic reality due to the pandemic, that our and neighboring counties can realistically get an indoor facility built. Maybe a fat-cat Pickleball-playing donor??
- What is status of getting pickle ball court organized at Fort Worden tennis courts?
- I would like to see some permanent nets on outdoor courts in Port Townsend, preferably where there are at least four courts together.
- We truly appreciate all the time and effort in trying to provide options for indoor and outdoor PB courts.....also appreciate being

updated on how things are progressing! Keep up the great work! We really appreciate the hard work and thought that goes into these decisions! Emphasizing that these PB facilities & perhaps tournaments will bring tourism and money to this area is a key point to the City (hard to promote with Covid) but....keep the goals in mind and stay true to the course, even in these strange times! Thanks again!

- To be able to have 6-8 outdoor courts on the same grounds with a 4 indoor courts facility would be a perfect set up.
- I have indicated I would prefer an indoor, mixed-use facility for pickleball. This is because I think it will be easier to raise money for a multi-use facility. Otherwise I would love to have an indoor facility.
- I am just in the process of building a house and so my residency is sporadic. I am willing to help so there is a thriving community when the move comes!
- Has the fort been considered for pb courts on the tennis courts?

POTENTIAL OUTDOOR PICKLEBALL COURT SITES

Site	Existing Courts	Potential Courts	Problems	Comments
PTHS	4 With Portable Nets	None	<ol style="list-style-type: none"> 1. Noise bothers neighbor(s) and tennis players 2. Owned by school district, who may want to use it at some point. 3. Surface color and lines for tennis still exist and are confusing 4. Windy 5. No potable water 6. Club pays for toilet 	There might be potential for the school district to develop permanent pickleball courts as they introduce pickleball into the curriculum.
Mountain View	4 With Portable Nets	One of the possible sites that City could donate for dedicated outdoor and/or indoor pickleball facility of 4-8 courts.	<ol style="list-style-type: none"> 1. Existing surface is poor quality and poorly maintained 2. The existing slab is really too small for even the current 4 courts. 3. Parking for more than the existing courts is uncertain. 	
Courthouse	None	County has committed to pay for conversion of the existing tennis court to 2 dedicated pickleball courts in 2021.	Number of possible courts is in flux because of noise and parking issues.	
Fort Worden	None	Fort Worden PDA previously expressed some interest in converting two existing tennis courts to pickleball. No progress seems possible immediately due to recent announcement of PDA financial viability problems.		If we can restart talks with PDA or State Parks Dept., it would probably take around \$30,000 to repair the surface and install nets for 6 pickleball courts, with sub-standard spacing around edges. For around \$60,000, we could enlarge surface and install some barrier fencing between courts.
Unnamed City Site	None	4 to 8. Port Townsend Golf Course, even if it continues as a golf course is a very logical site because there is parking and a restaurant.		The City seems very interested in helping increase the visibility of pickleball and has included it in its PROS Plan. Beyond providing a site, it is unclear how much financial assistance might be available from City.
Unnamed County Site	None			Beyond the Courthouse courts, the County has not seemed interested in further pickleball court development.