

STRATEGIC *2005 - 2008* PLAN



ONTARIO TENNIS ASSOCIATION STRATEGIC PLAN 2005 – 2008

Mission Statement

The Ontario Tennis Association encourages participation in tennis, as part of a healthy lifestyle, and promotes the pursuit of excellence for all players.

Business Statement

The business of the Ontario Tennis Association is, in cooperation with its partners, to bring together the resources necessary to achieve its mission.

GOALS:

- 1. More people playing and supporting tennis**
- 2. Opportunities for players to improve at every level**
- 3. Excellent business practices**

ACHIEVEMENT STRATEGIES – 2005 to 2008

GOAL #1: MORE PEOPLE PLAYING AND SUPPORTING TENNIS

Strategies to achieve the goal:

1. Continue with current programs to raise public awareness and promote tennis as part of a healthy lifestyle
 - Maximize media exposure both provincially and locally
 - Pathways (TRY)
 - Branding initiatives
 - The Wall
 - OTA website
 - Increase the circulation of monthly e-magazine
2. Encourage 'first time' participation encourage clubs to maximize their membership
 - Pathways (TRY)
3. Encourage 'casual' players to become more frequent participants
 - Continue Pathways (TRY > LEARN)
 - Assist clubs to attract and retain beginner players
 - Develop new programs to continue the Pathways concept
4. Develop further the OTA club member structure throughout all regions of the province

- Continue to encourage the formation and development of more seasonal and year-round clubs
 - Continue to inform clubs regarding tennis programming:
 - Provide 'best practices' information to clubs, while recognizing differences
 - Provide information on tennis pros
 - Encourage and support tennis communities within the regional structure, with an early emphasis on the West region
 - Communicate frequently and positively with members
 - Weekly news release
 - OT Magazine
5. Support School programs through partnerships
- TDC's
 - Community clubs
 - Local champions
6. Encourage enthusiasts to become instructors, officials
- Continue to certify instructors with top quality instructors and materials
 - Develop in-house expertise to allow the OTA to certify other officials
 - Establish an Officials course
7. Attract, motivate and retain all types of volunteers (eg at clubs, leagues, tournaments) through a sound recognition/reward system
- Provide resources for volunteer training
 - Maximize use of the National Tennis Centre
 - Encourage repeat volunteers through ensuring a consistently positive experience
 - Provide clubs with volunteer management materials
 - Continue recognition and awards programs
 - Distinguished Service Awards
 - AGM awards
 - OTA communications channels (eg OT Magazine, e-magazine, weekly newsletter)

GOAL # 2: OPPORTUNITIES FOR PLAYERS TO IMPROVE AT EVERY LEVEL

Strategies to achieve the goal:

1. Support the offering of competitive opportunities for all players at the club, inter-club, and regional levels
 - Continue to make OLS available for leagues
 - Support formation, develop of leagues when opportunities arise
 - Encourage and promote other regional events; (eg tournaments or round robins at the club, inter-club and regional levels)
2. Maintain an active competitive structure at the provincial level

- Continue to develop Team Ontario and maintain regroupings
 - Further develop Circuit Ontario through ‘seeding’ specific events
3. Research, evaluate and implement, if appropriate, improvements to the ranking system
 4. Support TDC’s to develop top talent
 5. Deliver introductory level Instructor, Club Pro I and Club Pro II programs
 - Support Coach II and Coach III programs (run by Tennis Canada)
 6. Encourage and assist clubs to attract and retain qualified professionals
 - Job Board on the website
 - Information regarding job descriptions and expectations
 7. Maximize the use the National Tennis Centre to:
 - Develop top Ontario players
 - Provide Ontario players with opportunities to improve at every level

GOAL #3: *EXCELLENT BUSINESS PRACTICES*

Strategies to achieve the goal:

1. Maintain “Best in class” performance to major financial sponsors
 - Public sector partnerships
 - Ontario Government
 - Trillium Foundation
 - Tennis Canada
 - Private sector partnerships
2. Enhance our reputation for integrity and fair business practices
3. Maximize our partnership opportunities at the National Tennis Centre
4. Maintain effective, standard reporting to management and Board of Directors
 - Financial results
 - Progress on objectives
 - Issue identification and resolution at appropriate levels
5. Emphasize staff capability development
 - Clear roles and responsibilities
 - Clear accountabilities including specific time targets
 - Appropriate training and professional development
6. Comply with all legal, contractual agreements
 - Regulatory reporting

- Payroll and sales tax remittances
 - Meet all commitments to contracted parties
7. Initiate a review of the OTA's organization structure to ensure effective delivery of OTA programs throughout the province
- Consider closer alignment with smaller tennis communities