



STRATEGIC PLAN 2009 - 2012





Strategic Plan Committee Members

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Title

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President - OTA
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ONTARIO TENNIS ASSOCIATION

STRATEGIC PLAN

2009 – 2012

Mission Statement:

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

VALUES

- **Sportsmanship**
- **Teamwork**
- **Volunteerism**
- **Discipline**
- **Partnership**
- **Inclusiveness**

GOALS

- 1. Attract more people to play and support tennis on a sustained basis**
- 2. Provide opportunities for players to improve at every level**
- 3. Encourage and support volunteerism at the provincial, regional and local levels**
- 4. Deliver relevant programming and services**

ACHIEVEMENT STRATEGIES

2009 to 2012

GOAL #1: ATTRACT MORE PEOPLE TO PLAY AND SUPPORT TENNIS ON A SUSTAINED BASIS

1. *Provide programs to raise public awareness and promote tennis as part of a healthy lifestyle*
 - Raise profile of tennis in local communities
 - Maximize media exposure
 - Maintain present branding opportunities and seek new ones
 - Enhance OTA website
 - Increase circulation of OTA publications - Ontario Tennis magazine, monthly E-Magazine, weekly OTA news release

2. *Encourage “first time” and “grassroots” participation in partnership with local member clubs to maximize their membership*
 - Schools – Floor Tennis and Give Tennis a Shot (GTS)
 - Public events - Pathways (TRY phase)
 - The Wall / Smash Cage

3. *Encourage casual players to play tennis regularly*
 - Continue Pathways approach (TRY phase progressing to LEARN phase)
 - Assist clubs in attracting and retaining beginner players
 - e.g. Cardio Tennis, Tennis Fair, OTA Certified Pro
 - Facilitate the sharing of successful programs with member clubs
 - e.g. house league, family night, kids camps, junior grassroots introductory tournaments

4. *Enhance the OTA club member structure*
 - Ensure all OTA clubs have access to regional representation
 - Take an active role in the formation and development of more seasonal and year-round clubs

- Educate clubs with regard to tennis programming
- Provide 'best practices' information to clubs
- Provide information on OTA Certified Tennis Professionals
- Take a proactive approach to player and club retention
- Research successful tennis community models and adopt best practices

5. *Develop and maintain partnerships to support OTA programs*

- Provincial government
- Sponsors
- Community groups e.g. Tennis Matters
- School boards
- Municipalities
- Private enterprise
- Service clubs e.g. Lions, Kiwanis

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

1. *Support competitive opportunities for all players at the club, inter-club, and regional levels*

- Assist league management e.g. Ontario League System (OLS)
- Promote regional competition e.g. tournaments, round robins, team tennis at the club, inter-club or regional levels

2. *Maintain an active competitive structure at the provincial level*

- Prepare the outdoor and indoor tournament schedule prior to each season
- Recruit and train more qualified officials
- Administer Code of Conduct
- Review and update Code of Conduct process
- Manage Junior and Senior player registrations
- Provide Provincial Championships (Indoor and Outdoor) for all Junior and Senior categories
- Develop and support Circuit Ontario events
- Support entry level competitions (Rogers Rookie tour, Progressive events)
- Encourage participation in Ontario Senior Games

3. *Promote player development*

- Manage existing National Training Centre (NTC) programs – Under 10, Under 12
- Partner with Tennis Canada to expand NTC regroupings
- Lobby indoor facilities to ensure court availability for Junior and Senior Provincials
- Explore opportunities for more tournaments at the NTC
- Use NTC facility to develop top Ontario players

4. *Maintain an effective ranking system for all players in Ontario.*

- Implement Baseline 2.0
- Implement, educate and manage ELO ranking system
- Deliver introductory level Instructor, Club Pro I, Club Pro II and Club Pro III programs

5. *Assist OTA member clubs to attract and retain OTA certified tennis professionals*

- Job Line on OTA website
- Provide information and resources regarding hiring of Tennis Professionals e.g. job description, generic contract template

6. *Encourage enthusiasts to become instructors and officials*

- Recruit, certify and upgrade tennis instructors
- Partner with Tennis Canada in the hiring of a qualified officiating professional
- Recruit, certify and upgrade officials

7. *Generate financial support*

- Tennis Matters
- Under 12 development
- Assist players with tournament expenses

**GOAL #3: ENCOURAGE AND SUPPORT VOLUNTEERISM AT THE PROVINCIAL,
REGIONAL AND LOCAL LEVELS**

1. *Assist regional organizations and local clubs to identify, recruit and motivate volunteers*
 - Update club manual
 - Provide professional development presentations at OTA Annual General Meeting
 - Encourage repeat volunteers by ensuring a consistently positive experience
 - Provide resources for volunteer training

2. *Provide a sound recognition system to help motivate and retain volunteers*
 - Enhance recognition and awards programs
 - Distinguished Service Awards
 - OTA AGM and Regional AGM awards for clubs and individuals
 - OTA communication channels (e.g. OT Magazine, e-magazine, weekly newsletter)
 - OTA Website

GOAL #4: DELIVER RELEVANT PROGRAMMING AND SERVICES

1. *Develop yearly Operations Plan and Budget*
2. *Solicit input at OTA AGM re members' views on programs and services currently offered*
3. *Solicit input from Regions at their AGMs via surveys*
4. *Yearly audit review by staff and board to evaluate relevancy of programming and services for Goals 1, 2, and 3*
5. *Review effectiveness of the organization*
6. *Support member club applications for grants by providing a letter of support*
7. *Hold biennial Community Tennis Forum*
8. *Build and foster partnership with Tennis Canada*
 - Align strategic Plans where feasible
 - Work cooperatively to develop programs and policies of benefit to both associations