



# **ONTARIO TENNIS ASSOCIATION**

## **STRATEGIC PLAN**

### **2017 – 2020**

Please note that the OTA Board has extended the 2017 - 2020 Strategic Plan through the end of '21 due to COVID-19.

#### ***Mission Statement:***

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

#### **VALUES**

- 1. Sportsmanship**
- 2. Inclusiveness**
- 3. Teamwork**
- 4. Volunteerism**
- 5. Excellence**
- 6. Perseverance**

#### **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 level**
- 4. Ensure accountability and relevancy of OTA programs and services for our member clubs and stakeholders**



## ACHIEVEMENT STRATEGIES

2017 to 2020

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

1. *Encourage “first time” and “grassroots” participation in partnership with local member clubs to maximize their membership.*
  - a. Promote and improve the sharing and development of programs and resources with member clubs in partnership with the Tennis Professionals Association (TPA), private sector and not-for-profit clubs (e.g. club operations, new member programs, governance, best practices)
  - b. Promote relevant OTA and Tennis Canada programming to provide greater grassroots access to tennis for youth (e.g.: piloting of a new Tennis Canada Wall Program for under-12 youth)
  - c. Deliver and grow Kids Tennis through schools by further integration with the core curriculum and in partnership with member clubs and tennis professionals
  - d. Pursue funding opportunities for expanding outreach programs with community partners
  
2. *Encourage casual players to play tennis regularly.*
  - a. Assist member clubs in retaining beginner players through OTA club events and services (e.g. Road Show, OTA Certified Pro, schools programs, Wall program)
  - b. Deliver and grow Tennis programs and public interest in tennis using the Smash Cage, Wall program and Mini-Tennis equipment at special large events
  - c. Assist regions in organizing regional events
  
3. *Provide programs to raise public awareness and promote tennis as part of a healthy lifestyle, utilizing digital strategies.*
  - a. Maintain a proactive communication strategy with member clubs and make effective use of social media to promote tennis activities and benefits and to support the tennis community
  - b. Increase digital readership of all OTA publications as a go-to source for tennis advocacy and healthy lifestyle choices
  - c. Maximize media exposure through players and by promoting tennis programs and activities (e.g.: print, digital, TV)
  - d. Place special focus on OTA's 100th anniversary (2018) as an opportunity to further promote tennis

4. *Provide a strong, value-add proposition to clubs in order build a stronger voice for tennis in Ontario and grow tennis participation.*
  - a. Maintain and enhance OTA's regional club structure to facilitate improved programming
  - b. Regular communication with larger municipalities; momentum building to include tennis in master plans to develop and maintain facilities
  - c. Continue to build OTA member clubs from under-represented municipalities (e.g. Ottawa, Mississauga)
  - d. Offer ways for member clubs to dialogue and exchange ideas on club programming, operations and volunteer recruitment (e.g.: Forums, annual seminars)

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

1. *Promote and support competitive opportunities for all players at the club and regional levels.*
  - a. Provide support and promote the expansion of leagues at the regional level (e.g. Niagara region)
  - b. Promote the development of regional competition (e.g. tournaments, round robins, team tennis at the club, inter-club or regional levels)
  - c. Identify underserved areas and provide support and education
2. *Maintain an active competitive structure at the provincial level.*
  - a. Manage Provincial Championships for all Junior (Indoor and Outdoor) and Senior categories
  - b. Establish the outdoor and indoor schedule well in advance of each season in order to maximize participation
  - c. Lobby facilities to ensure court availability for Junior and Senior Provincials
  - d. Develop strategy plan regarding the construction of the OTA Centre of Excellence
  - e. Explore opportunities for more tournaments at other suitable facilities
  - f. Manage Junior and Senior player licenses for competitive players
  - g. Develop and support Circuit Ontario and Team Ontario events
  - h. Promote, support and expand entry level competitions (e.g. Rogers Rookie tour, Progressive events, Tennis Rocks)
3. *Promote player development.*
  - a. Manage existing Provincial Regrouping programs with assistance from Tennis Canada – Under 10, Under 12
  - b. Maximize use of Aviva Centre facility to develop top Ontario players
  - c. Continue to access Quest for Gold funding support for Ontario Players from Ontario Government
  - d. Manage OTA All-Stars Program for high performance competitive juniors (i.e.: Team Ontario)
4. *Maintain an effective ranking system for all registered players in Ontario.*
  - a. Evaluate and evolve round based ranking system (VR)
  - b. Manage and maintain VR tournament management system

5. *Assist OTA member clubs to attract and retain OTA certified tennis professionals.*
  - a. Manage Job Line on OTA website to promote a variety of tennis-related jobs
  - b. Provide information and resources regarding hiring of Tennis Professionals (e.g. job description, generic contract template)
  - c. Influence instructor-level course curriculum to include more adult based and member retention focused content
  - d. Identify clubs with no TPA certified tennis professional and investigate potential solutions (course grant, educational packages etc)
  
6. *Encourage enthusiasts to become instructors and officials.*
  - a. Recruit, certify and upgrade tennis instructors
  - b. Deliver introductory level Instructor, Club Pro I, Club Pro II programs
  - c. Encourage enthusiasts to become officials
  - d. Work with Tennis Canada to recruit officials
  
7. *Generate financial support.*
  - a. Continue OTA fundraising
  - b. Expand and explore new methods of fundraising to support junior development & athletes and target donors and sponsors to specific programs

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

1. *Support regional organizations and local member clubs to facilitate recruitment and retention of volunteers.*
  - a. Provide member clubs with up-to-date operations manuals, by-laws and policy templates and actively communicate any future updates.
  - b. Continue to develop material for member clubs to assist with growing their volunteer base, including by updating the volunteer recruitment section in the Club Strong resource centre for relevant current developments.
  - c. Encourage and facilitate Clubs and Regions in hosting "Volunteer Appreciation Days" or other events to celebrate existing volunteers, and attract new ones.
  
2. *Provide a sound recognition system to motivate and retain volunteers.*
  - a. Enhance recognition and awards programs, including seeking to tie into municipal and other volunteer awards programs
  - b. Review and simplify application process for Distinguished Service Awards
  - c. Promote OTA awards for member clubs and individuals
  - d. Use OTA communication channels (e.g. website, OT Magazine, SPIN, regional chairs) to highlight member club volunteers

**GOAL #4: ENSURE ACCOUNTABILITY AND RELEVANCY OF OTA PROGRAMS AND SERVICES**

1. *Develop yearly Operations Plan, Budget and Operations Review.*
2. *Solicit member club input on current programs and services via online surveys.*

3. *Complete annual operations review by staff and board to evaluate relevancy of programs and services.*
4. *Review effectiveness of the association including board self assessment.*
5. *Provide guidance to member clubs for writing grant applications.*
6. *Maintain a best-in-class OTA insurance program for member clubs.*
7. *Maintain an effective partnership with Tennis Canada.*
  - a. *Align strategic plans where feasible.*
  - b. *Work cooperatively to develop programs and policies of benefit to both organizations.*
  - c. *Hold regular meetings with Tennis Canada to ensure OTA/TC goals stay aligned.*