



2013-2016 Strategic Plan Overview

April 13, 2013

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.



ONTARIO TENNIS ASSOCIATION

Mission Statement & Values

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

VALUES

Sportsmanship

Teamwork

Volunteerism

Perseverance

Partnership

Inclusiveness

VALUES represent the core of the OTA's beliefs and reflect how the employees, coaches, players and volunteers should conduct themselves



ONTARIO TENNIS ASSOCIATION

Role of the Board

The Board Governs ... The staff manages

As volunteer leaders we are responsible for the DIRECTION of the association and represent our stakeholders (member clubs)

- **Lead - The Board governs and sets strategic direction for the future**
- **Evaluate – provide control, oversight, accountability, audit**
- **Use a sound Governance system (policy, risk management)**
- **Fiduciary - act on behalf of our stakeholders with trust & confidence**
- **Fundraise – further support of Junior Development activities**



ONTARIO TENNIS ASSOCIATION

Linkage from Strategic Plan to Operations

Board Approved Strategic Plan



Board Approved Operations Plan



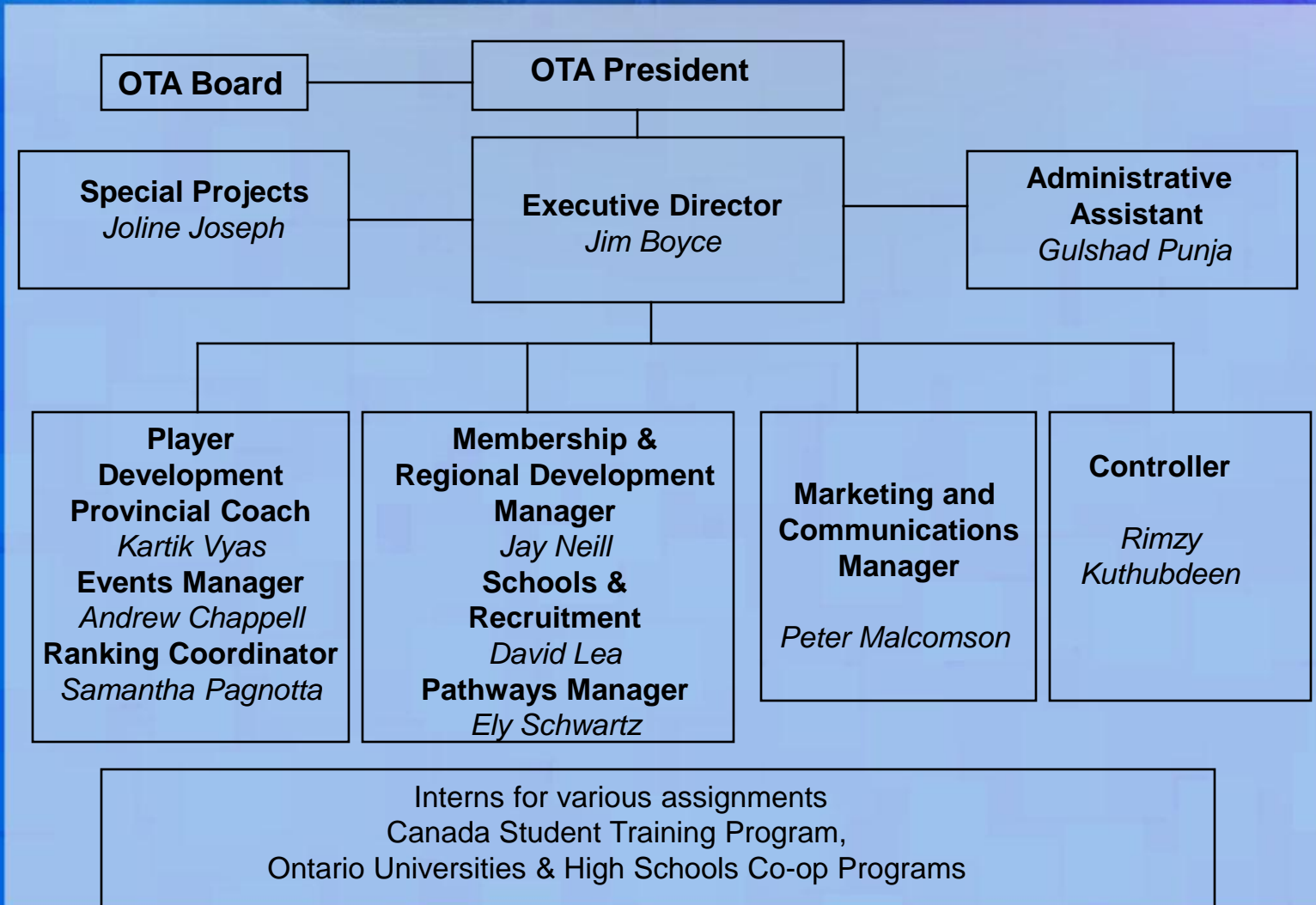
Executive Director directs OTA staff in their portfolios to manage programs in the Plan.

- **Position Job Descriptions.**
- **Semi-annual reviews.**
- **Weekly Staff meetings.**



ONTARIO TENNIS ASSOCIATION

Staff Structure and Direct Report Lines





ONTARIO TENNIS ASSOCIATION *Staff*

11 Full-time Staff





ONTARIO TENNIS ASSOCIATION

*Goal 1: Attract more people to play and support
Tennis on a sustained basis*

Summary of Strategies:

- Tennis promotion, raise awareness
- Digital strategy
- Grassroots participation
- Encourage casual play
- Enhance OTA member club structure & value-add proposition

EXAMPLES

- *Provide a more comprehensive and accessible [Resource Centre](#) for member-clubs – requires club input to stay relevant*
- *Increase readership of OTA publications: OT magazine (online), [Club Connection](#), [e-news](#) and [e-mag](#) – welcome input / contributions to articles*
- *The Kids' Tennis school program will continue to introduce progressive tennis to new schools and connect them with board members and club instructors to help promote the club membership and programs – 34K participants, 23 inner city schools, 402 new teachers for 2012*



ONTARIO TENNIS ASSOCIATION

Goal 1: Attract more people to play and support Tennis on a sustained basis

EXAMPLES CONTINUED

- *Grassroots promotion: New inflatable smash cage at special events (CNE, Ottawa), partnership with TC on Little Aces*
- *Enhance and expand the OTA Premium Member Club program. Increase sponsors and expand outside of GTA*
- *Improved club communications to maintain brand awareness and OTA member benefit offerings. Encourage clubs to better communicate benefits to their own members via club websites (eg: [MTC](#)) – 7 new clubs in 2012, 20+ targeted for 2013*
- *Take advantage of regional representation and programs/funding they offer. Do you know who your regional chair is or what they offer? Eg: [North Central](#) & Southwest offer rebates to run tournaments, subsidize instructor training course held locally*
- *[OTA Members' Day](#) coming up in May 25 – 815 participants in 2012*
- *Assist clubs and regions in improving relations with municipalities (eg: Ottawa, Mississauga)*
- *Pilot training programs to regions focused on club operations and enhancing programs – eg: How the Long Term Athletic Development ([LTAD](#)) model and the 8 stages of development can be integrated into club programming*



ONTARIO TENNIS ASSOCIATION

Goal 2: Provide opportunities for players to improve at every level

Summary of Strategies:

- Support competitive opportunities for players
- Maintain and active competitive structure
- Promote player development
- Maintain an effective ranking system for competitive players
- Assist member clubs in attracting top tennis pros
- Encourage enthusiasts to become instructors & officials
- Continue with OTA charitable fundraising initiatives in support of Junior Development

EXAMPLES

- *Strong partnership with OFSAA to deliver province-wide tennis competitions to high schools, culminating in large event in June at York University – 310 players competing in 10 events. Winning an OFSAA GOLD MEDAL is the real deal when applying for a tennis scholarship in the US, equal to a state champion.*



ONTARIO TENNIS ASSOCIATION

Goal 2: Provide opportunities for players to improve at every level

EXAMPLES CONTINUED

- *New U9 Champions program and charity dinner Nov 8-9 (York Univ. & Cricket Club) – over \$30K raised in 2012*
- *Maintain an active competitive structure with sanctioned competitions year-round – bonus for clubs and academies to promote tennis, attract players and generate additional revenue – Ontario has 2208 registered players, 360 sites with 841 events*
- *Promoting online software to streamline club operations and programming (eg: Visual Reality (VR) Tournament Planner for sanctioned tournament management, 3rd-party offerings)*
- *Launch of the new rounds-based ranking system in 2013 using VR system*
- *Coaching certification through OTA office – 212 new instructors and 40 upgrades in 2012. Is your tennis pro registered with the Tennis Professionals Association (TPA)?*





ONTARIO TENNIS ASSOCIATION

Goal 2: Provide opportunities for players to improve at every level

EXAMPLES CONTINUED

- *Tennis Canada provide officials training twice annually – roving, chair umpires, line umpires for Futures events, Rogers Cup, etc. – important to maintain strong pool of officials to promote fair play at tournaments – 24 new umpires certified in 2012*
- *OTA offers an active [Job Line](#) for Club pro hiring and even hiring of club monitors and assistant pros*





ONTARIO TENNIS ASSOCIATION

Goal 3: Encourage and support volunteerism at the provincial, regional and local levels

Summary of Strategies:

- **Support the recruitment and retention of volunteers**
- **Adequately recognize & retain volunteers for their strong contributions**

EXAMPLES

- *OTA records over 1800 volunteers in Ontario*
- *Three honourees received the OTA's Distinguished Service Award ([DSA](#)) in 2012 (Betty Webster, Jimmy Wong, Meg Fletcher)*
- *Networking opportunities (Presidents' Day during Rogers Cup, attending OTA AGM and breakout sessions, attend regional meetings & volunteer on regional committee to improve programming)*
- *Contact OTA office for information, club certificates*
- *Enhance recognition and awards programs (TBD)*
- *The OTA provides youth employment and routinely takes in 1-2 interns every year as part of the HR government grants received*



ONTARIO TENNIS ASSOCIATION

Goal 3: Encourage and support volunteerism at the provincial, regional and local levels

EXAMPLES CONTINUED

- *Tennis Clubs are responsible for their own hiring and are encouraged to employ youth – eg: MTC hires at least 4 monitors every year (aged 14-16) and pays them minimum wage for the summer months. The club pro also hires youth to assist with tennis camps. Many other clubs do the same*
- *Clubs are encouraged to provide volunteer hours for youth looking to meet their minimum 40 hr requirement for graduating high school in Ontario. These youth may end up coming back to the club as future volunteers on the executive if they have a positive experience, or in turn bring their own family to try tennis as a sport for life*



ONTARIO TENNIS ASSOCIATION

Goal 4: Ensure accountability and relevancy of OTA programs and services

Summary of Strategies:

- **Practice sound fiscal management and governance**
- **Assess effectiveness of programs, services, board, and staff**
- **Monitor and promote OTA insurance program**
- **Maintain effective partnership with Tennis Canada and influence direction and improvement of tennis nationally**

EXAMPLES

- *Industry-leading, competitively priced Club Property & Liability Insurance, Directors' & Officers' Insurance and Abuse Insurance (Marsh) – 132 general liability insurance, 95 D&O*
- *Support member club applications for grants (letter of support)*
- *Continue to solicit member input via [online survey](#)*
- *Strong fiscal management combined with effective and efficient allocation of resources to the [right programming](#)*
- *Governance priorities for 2013: volunteer policy, player development policies for player disciplinary action and rankings*