



ONTARIO TENNIS ASSOCIATION STRATEGIC PLAN 2022 to 2025



MISSION STATEMENT

The Ontario Tennis Association encourages participation in and access to tennis as part of a healthy lifestyle, fostering the pursuit of excellence and providing opportunities while promoting diversity and inclusion of all individuals.

VALUES

1. Sportsmanship
2. Inclusion
3. Diversity
4. Accountability
5. Innovation
6. Teamwork
7. Volunteerism
8. Excellence
9. Perseverance

GOALS

1. Attract more people from diverse and under-represented communities to play and support tennis on a sustained basis
2. Provide opportunities for all players to participate, compete and improve at every level
3. Encourage and support volunteerism at the provincial, regional and local levels, fostering diversity and inclusion
4. Ensure accountability and relevancy of OTA programs and services for our member clubs and other stakeholders



ACHIEVEMENT STRATEGIES 2022 to 2025

GOAL #1

ATTRACT MORE PEOPLE FROM DIVERSE AND UNDER-REPRESENTED COMMUNITIES 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. Expand outreach to diverse communities and groups, including:
 - i. Women and girls’ groups
 - ii. Multi-cultural groups
 - iii. Regional 2SLGBTQ+ Associations
 - iv. Variety Village
 - v. Differently-able people (e.g. Wheelchair Tennis)
- b. Pursue funding opportunities for expanding outreach programs with community partners (e.g. Canadian Tire Jumpstart program, YMCA financial support, etc.)
- c. Promote and improve the sharing and development of programs and resources with member clubs in partnership with Tennis Canada, the Tennis Professionals Association (TPA), private sector and not-for-profit clubs (e.g. club operations, new member programs, governance and best practices including safe sport and pandemic/endemic protocols)
- d. Deliver and grow Kids Progressive Tennis through schools by further integration with the core curriculum and in partnership with member clubs and tennis professionals
- e. Develop appropriate programs for senior play including a cooperative approach with the Ontario Pickleball Association.



2 Encourage casual players to play tennis regularly.

- a. Encourage clubs to run house league programs, singles ladders, tournaments, and other social events for both adults and juniors, while recognizing youth as an important demographic to the growth of all clubs
- b. Encourage clubs to embrace progressive learning for all ages and abilities in order to transition beginner players into competitive players (e.g. introductory program ->house leagues ->tournaments)
- c. Assist member clubs in retaining beginner players through OTA club events and services (e.g. Road Show, OTA Certified Pro, schools programs)
- d. Deliver and grow Tennis programs and public interest in tennis using the Smash Cage and Mini-Tennis equipment at special large events
- e. Assist regions in organizing regional events
- f. Strengthen schools programming through the leveraging of teachers, school boards and teacher's college

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 (e.g.: targeted campaigns using Facebook and Instagram)
- b. Continue to enhance website for delivering programs and services
- c. Increase digital readership of all OTA publications as a go-to source for tennis advocacy and healthy lifestyle choices
- d. Maximize media exposure by promoting tennis programs and activities (e.g.: use of publicist for print, digital and TV marketing)
- e. Promote our top Ontario junior players and seniors as Sport Ambassadors by highlighting the role of the OTA in their development at key OTA events in a mutually beneficial way (e.g.: Distinguished Service Awards, Presidents' Day, AGMs)
- f. Expand the OTA value proposition to member club players (e.g.: OTA Club app)
- g. Explore partnerships to help with court infrastructure refurbishing and funding individual and family memberships for groups in at-risk communities (e.g.: Canadian Tire Jumpstart Program, Maple Leafs Sports & Entertainment)

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
 - i. Work with Tennis Canada to develop a standard value proposition which can be presented to municipalities to enhance their own Tennis Club Policies, promote advantages of bubble infrastructures, and strengthen and expand OTA's community tennis club base
 - ii. Build and maintain municipal relationships (e.g. Host key municipal contacts at the National Bank Open)
- c. Continue to build OTA member clubs from under-represented municipalities (e.g. Ottawa, Mississauga, rural and low density areas)
- d. Offer ways for member clubs to dialogue and exchange ideas on club programming, operations and volunteer recruitment
 - i. Forums, annual seminars
 - ii. Virtual seminars to member clubs using Subject Matter Experts (e.g. Volunteer Toronto, Club Pros, OTA staff, etc.)



GOAL #2

PROVIDE OPPORTUNITIES FOR ALL PLAYERS TO PARTICIPATE, COMPETE AND IMPROVE AT EVERY LEVEL

1 Promote and support competitive and social 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
- d. Encourage clubs and associations to run ladies-only house leagues, singles/doubles tournaments and social round-robins

2 Maintain an active competitive structure at the provincial level.

- a. Seek partnerships (e.g. rental agreements, corporations) with existing indoor facility operators and Tennis Canada (covered court strategy) that would help satisfy OTA's increasing demand for tournaments and certification courses
- b. Manage Provincial Championships for all Junior (Indoor and Outdoor) and Senior categories
- c. Establish the outdoor and indoor schedule well in advance of each season in order to maximize participation
- d. Develop and support Circuit Ontario and Team Ontario events
- e. Promote, support and expand entry level competitions (e.g. Rogers Rookie tour, Progressive events, Tennis Rocks)
- f. Lobby facilities to ensure court availability for Junior and Senior Provincials
- g. Finalize leasing arrangements for OTA training centre site in 2022 and complete fundraising at the local, provincial and federal levels. Plan on new site construction by 2025

3 Promote player development.

- a. Manage existing Provincial Regrouping programs with assistance from Tennis Canada – Under 10, Under 12
- b. Maximize use of a wide variety of provincial facilities 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. Evolve, manage and maintain the VR tournament management system

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

- a. Seek out grant and other opportunities to address shortage of female tennis coaches
- b. Manage Job Line on OTA website to promote a variety of tennis-related jobs
- c. Provide information and resources regarding hiring of Tennis Professionals (e.g. job description, generic contract template)
- d. Influence instructor-level course curriculum to include more adult based and member retention focused content
- e. Identify clubs with no TPA certified tennis professionals and investigate potential solutions (course grant, educational packages etc)

6 Encourage enthusiasts to become TPA-certified 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, FOSTERING DIVERSITY AND INCLUSION

- 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. Encourage clubs to offer incentives to all their volunteers on an early and regular basis (e.g.: honorariums, free memberships, promotional items, etc.)
 - c. Promote Distinguished Service Awards
 - d. Promote OTA awards for member clubs and individuals and expand to regional recognitions
 - e. 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 FOR OUR MEMBER CLUBS AND OTHER STAKEHOLDERS

- 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 Educate and share best practices with regional committees/clubs on the benefits and value of incorporation or other strategies to optimize the availability of grants and other funding sources. Provide guidance to member clubs for writing grant applications.**
- 6 Maintain a best-in-class OTA insurance program for member clubs, including by promoting insurance protection for Directors & Officers and other member club volunteers.**
- 7 Regular review of OTA membership revenue.**
- 8 Implement a strong re-organizational design and succession plan to support the new training centre mandates.**
- 9 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.
 - d. Work with Tennis Canada and the TPA to help promote OTA membership and programming as part of coach certification

