



2021- 2025

STRATEGIC PLAN





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Tennis Alberta
is the not-for-
profit provincial
sport governing
body for tennis
in the province
of Alberta.

The association
is responsible
for **INSPIRING,**
PROMOTING,
and **DELIVERING**
quality
opportunities for
participation in
tennis in Alberta.



Tennis Alberta's goal is to provide Albertans with the opportunity to pursue tennis as the sport of a lifetime for participants of all ages and abilities by developing and delivering:

- High quality & accessible programming
- Respected competitive structures
- Opportunities to increase the popularity and perceived value of tennis within Alberta

TENNIS ALBERTA PROVIDES...

Tournaments & Competitive Structure

- Administration of Tournament Draws and Results
- Tournament Scheduling
- Support tournament directors with training, rules & Officials
- TA provides programming and competitive opportunities for all players
- Administration of Provincial & National Rankings for Albertans
- Administration/tournament management of Provincials, Tournaments or Clinics
- Coordination and management of Team Alberta

Programming

- Coordination and management of year-round programs (i.e., U10 & U12 regroupings)
- Coordination, recruitment & retention girls & disabled sports
- Grassroots (delivered in conjunction with community partners/Juniors/Adults/Seniors)

Promotion

- Advertisements and information repository of tennis in Alberta (Website/Volley/Social media)
- Promote the sharing and development of programs and resources with member clubs in partnership with Tennis Professionals Association (TPA)

Support Services

- Provide support services to clubs, multi-sport clubs, municipal agencies, major events (Canada Games), Tennis Canada & more
- Coordination of professional development training for club coaches & officials



Tennis Alberta VALUES



Accessible & Inclusive

- Provide all players with appropriate opportunity to train and to compete regardless of ability, health status, gender, nationality, age, sexual orientation, religion or belief, ethnicity, or class;
- Provide programs that are affordable and publicly accessible on a year-round basis.



Supportive of Community Development & Awareness

- Promote community awareness of what Tennis Alberta is, what Tennis Alberta provides, and how to access Tennis Alberta opportunities;
- Help build local tennis capacity by empowering people and organizations with the knowledge and skills to effectively address the issues that matter most to them;
- Work with a diverse group of partners including sport, education, health and government organizations, businesses, volunteers, and community leaders.



Fiscally Responsible

- Optimize and maintain a balanced budget while providing financial transparency, and seek methods to increase efficiencies;
- Judiciously spend, earn and generate funds without placing undue hardship on players, member organizations or stakeholders;
- Develop and increase funding sources to withstand emergent situations which may arise unexpectedly, and to sustain and enhance the organization enabling it to attract capital to invest in the advancement of its priorities.



Demonstrates and Encourages Excellence

- Target operational excellence while demonstrating integrity, transparency, and accountability;
- Provide high quality programs and increased services for our members and stakeholders as well as training and education for athletes and coaches;
- Maintain an unwavering dedication and acute focus on our participants and partners;
- Inspire and provide opportunities for individuals to develop and succeed within the organization;
- Celebrate our achievements and organizational triumphs.



Innovative & Responsible in Leadership

- Proactively strive for innovation in all aspects of the organization;
- Be accountable to our members and partners by listening to its stakeholders and implement suggested positive change;
- Support a strong, committed group of volunteers;
- Create a working environment for our staff that is challenging and rewarding;
- Practice decision-making processes that are informed, fair, and transparent.



Advocates Health & Wellness

- Provide support for athletes in training and competition including focus on personal health, well-being and safety;
- Aim to remove barriers to active living by providing a variety of programs and outreaches that integrate physical, psychological and social issues where Albertans can learn and practice lifelong healthy habits;
- Collaborate with partners within the health and wellness sector;
- Support local, provincial, and national objectives around sport and wellness.

Strategic Context

Environment:

- Visibility of tennis in Canada has never been greater
- Participation has been growing, across all age groups
- Tennis Alberta is under recognized by stakeholders in Alberta and by Tennis Canada
- Growing ethnic diversity
- Government budget constraints and cutbacks

Stakeholders

- Governments:
 - Provincial, Federal, Municipalities
- Tennis Alberta Members
 - Clubs, individuals (juniors, adults, seniors)
- Employees, Coaches and officials, volunteers
- Tennis Canada
- Schools and school boards

SWOT Analysis



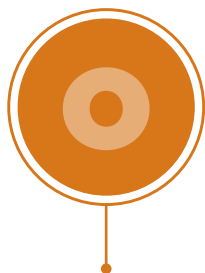
STRENGTHS

- Diverse range of membership (backgrounds, age ranges, genders)
- Tennis Alberta is well aligned to Tennis Canada
- Tennis interest continues to grow across Alberta
- Member organizations deliver programs
- Passion and commitment of volunteers is strong
- Tournament & competitive structures are working
- Adaptable and sustainable models of play for all ages and abilities
- Pathways that attract and retain talent
- Robust base of qualified teaching professionals operating in key market areas of the province



WEAKNESSES

- Significant lack of indoor facilities
- Budgetary constraints, significant reduction in funding levels
- Limited access to facilities for program delivery
- Under staffed operation which restricts capacity to broaden our outreach
- Limited alignment of private coaching and skill development providers
- Relationship with schools and municipalities is under developed
- Shortage of officials
- Large number of players and organizations that are not Tennis Alberta members.
- Few sponsors
- Low volunteer base



OPPORTUNITIES

- Greater awareness of tennis at municipal and community level
- Population growth
- Ethnic diversity
- Underutilized outdoor courts
- Safe and accessible sport
- Value for taxpayers in scope (recreation, competition and high performance)
- International profile and popularity
- Strong link to health and wellness (physical literacy, social development and fitness)
- Demand for programs exceeds supply; indoor facility shortage
- Facility development will facilitate growth
- Increased focus directed towards increasing/enhancing community partnerships
- Canadian High Performance successes will continue to drive interest in tennis



THREATS

- Competition from other sports & activities
- Players have underpaid for services (court time, skill development, coaching, etc)
- Older players are leaving the sport
- Dependency on club network
- Change resistant community
- Exhausted resources and dependency on volunteers
- Geographically dispersed community/network
- Shortages and turnover in officials and volunteers
- Sport funding cuts
- Alberta economy

What Value Does Tennis Alberta PROVIDE?

Competitive Structure

Tennis Alberta sanctions a high number of tournaments each year accommodating players in age categories from under 8 to over 85.

By hosting Tennis Alberta tournaments, member clubs have an opportunity to benefit by:

- Generating additional revenue for club activities/projects through entry fees, food/beverage sales, etc.
- Raising club profile to attract new members.
- Providing an added service to current members.
- Allowing clubs to give something back to the community.
- Providing competitive players the opportunity to reach their competitive goals which is good for the sport..
- Providing an event for club members to participate in.

Member Club Discount Program

PENN > Official Tennis Ball of Tennis Alberta; Preferred pricing and excellent redemption program.

Progressive Tennis

This initiative is a plan for growing the sport of tennis in Alberta in order to increase participation levels.

- Program is designed to increase access to tennis at the community level for both children, youth and adults
- The Tennis Alberta Road Show's Smash Cage provides Kids' Tennis participants an opportunity to try hitting balls while bringing awareness to Tennis Alberta club facilities in their community.
- School programs introduce students and teachers to tennis by promoting indoor tennis in partnership with Tennis Alberta member clubs and affiliate tennis organizations.

Coaching and Instructor Development

- Recognizing that the tennis professional is one of the keys to club success, Tennis Alberta delivers certification clinics as part of a national program to develop properly trained instructors and coaches for your club.
- Tennis Alberta offers several Instructor, Club Pro 1, and Club Pro 2 courses each year.
- This number of opportunities each year makes it much easier for Tennis Alberta clubs to hire properly qualified instructors/coaches.

Club Insurance

- Member clubs are able to secure Liability, Property as well as Directors'/Officers' Liability insurance coverage through Tennis Alberta's insurance broker, BrokerLink Canada Limited.
- By pooling the risks and needs of more than 50 clubs on these programs, Tennis Alberta is able to SIGNIFICANTLY reduce insurance premiums for our member clubs. When you compare our rates to those on the open market, the savings found in our program can in many cases be greater than the actual cost of Tennis Alberta club membership.

Resource Centre

Tennis Alberta member clubs have access to a wide range of information FREE OF CHARGE at Tennis Alberta Provincial Office that addresses key areas of club management such as:

- Tournament Directors Manual featuring topics such as programming (delivering club tournaments, etc.), facilities (tennis court maintenance, etc.) and administration (hiring a club pro, etc.)
- Annual reports
- Volunteer management tools
- Sample by-laws/club constitutions

Tennis Alberta staff are always liaising with member clubs providing guidance in all areas of club management.

TennisAlberta.com

- Club information/interactive map
- Links available to member clubs' websites
- On-line registration for competitive players
- Advertising banner ads available
- Year-round tournament schedule
- Ranking information
- Updated daily/weekly
- Job Board for Club Professionals
- Tennis Alberta benefits details/resource material available
- Newsworthy editorial opportunities available online

Volley Newsletter

The Volley is the Tennis Alberta's monthly newsletter. It is sent to Tennis Alberta members across the province; bringing them the latest tennis news, with a focus on Albertan players, clubs and events. Affordable, targeted advertising space is available each week.

Team Alberta

- Tennis Alberta players competing at Nationals
- More than 65 team members each year
- Regroupings for top players

Tennis Alberta Provincial Office

Tennis Alberta maintains a permanent office at the Percy Page Centre in Edmonton.

- The office is open Monday to Friday from 8:30 a.m. to 4:30 p.m.
- There is staff available at all times to answer any questions regarding tennis in Alberta.

If you require further information on any of the Tennis Alberta's membership benefits, please contact:

TENNIS ALBERTA
11759 Groat Road
Edmonton, AB T5M 3K6

☎ (780) 415-1661

✉ admin@tennisalberta.com

@ www.tennisalberta.com

How Do We Determine SUCCESS?

Performance Measurement: Development & Inspiration (2021-2025)

Goal	Key Performance Indicator (KPI)	2021	2022	2023	2024	2025
Develop and retain coaches and officials to support the membership and advance operational and strategic initiatives						
1	Coach Development – Courses & Clinics	4	4	4	5	5
2	Officials Development – Courses & Clinics	1	2	2	3	3
Develop grassroots & Junior Competitive Structure (Tournaments)						
3	Rogers Rookie Tour & Future Stars Events (Grassroots)	56	56	61	70	80
4	Junior Competitive Tournaments	24		47	47	47
Develop Team Alberta Provincial Programs to support the membership and advance operational and strategic initiatives						
5	All Girls Provincial Development Camps (9–11)	n/a	3	4	4	4
6	Junior Competitive Regroupings (U8)	n/a	2	3	4	5
7	Junior Competitive Regroupings (U10/U12)	n/a	4	6	8	10
Develop Alberta Open (Signature Property) to support the membership and advance operational and strategic initiatives						
8	Participation Numbers	220	260	280	300	320
9	Tournament Strength Factor Level	250	350	1000	1000	1000
10	Prize Money	n/a	10k	10k	15K	15K



Goal	Key Performance Indicator (KPI)	2021	2022	2023	2024	2025
Develop Edmonton Womens Open (Signature Property) to support the membership and advance operational and strategic initiatives						
11	Participation Numbers (Quality vs Quantity)	n/a	30	40	45	50
12	Tournament Strength Factor Level	n/a	350	1000	1000	ITF
13	Prize Money	n/a	6500	10K	15K	25K
Develop Tournaments & Leagues to support the membership and advance operational and strategic initiatives						
14	Adults Tournaments	7	18	18	20	20
15	Senior Tournaments	1	3	3	4	4
16	Elite league/Interclub league	2	2	2	2	2
Support the evaluation and development of incremental court capacity in Alberta, with a particular interest in opportunities to increase the number of covered all-season courts						
17	Increase of new indoor court venues	0	0	1	1	1
18	Increase of new outdoor courts	0	0	0	3	2
Maintain a financially sustainable organization while evaluating and pursuing opportunities to increase revenue						
19	Grants	240K	240K	250K	270K	300K
20	Sponsorships	8.8K	16k	20k	40k	50k
21	Membership & program revenue	85k	96k	98k	98k	100k
Governance and operations of Tennis Alberta to ensure robust decision making, timely and effective execution						
22	Staffing	2	2	3	4	4
23	Board of Directors	12	12	11	11	11
24	Committees	8	7	7	7	7

Tennis Alberta TOURNAMENT METRICS

2021

3 ★★★★★ 11 ★★★★★ 9 ★★★★★ 7 ★★★★★ 0 ★★ 19  5  ROOKIE TOUR

2022

3 ★★★★★ 16 ★★★★★ 10 ★★★★★ 10 ★★★★★ 2 ★★ 35  21  ROOKIE TOUR

2023

4 ★★★★★ 14 ★★★★★ 9 ★★★★★ 11 ★★★★★ 3 ★★ 25  31  ROOKIE TOUR

2024

4 ★★★★★ 14 ★★★★★ 9 ★★★★★ 11 ★★★★★ 3 ★★ 27  34  ROOKIE TOUR

2025

4 ★★★★★ 16 ★★★★★ 10 ★★★★★ 11 ★★★★★ 6 ★★ 30  40  ROOKIE TOUR

COVERED COURT STRATEGY in Alberta

As tennis continues to grow across Canada, Albertans need access to affordable covered courts that enable them to play tennis year-round. Tennis Alberta is not alone in recognizing that provincially organized initiatives that support the development and management of quality tennis infrastructure are good for the sport and beneficial to the public good.

Tennis Alberta knows that the strength and resilience of the sport are indelibly linked to energetic and resourceful community members who come together to enjoy what the sport offers.

Why More Year-Round, Accessible and Affordable Covered Tennis Courts?

Simply put, Tennis Canada & Tennis Alberta want to get more people playing tennis more often. To accomplish this, there needs to be accessible tennis courts on which people can play in all four seasons, rain or shine. Tennis players have stated that they would play more tennis if they had access to convenient and affordable covered courts, while individuals thinking of taking up the sport have indicated that the reliability of a covered court setting might be just what it takes to convert them to regular tennis players.

Community Benefits for Investing in Year-Round Tennis

- ①— Tennis is **sport for life**. It is safe, low impact and provides a great way to get physically active with friends and family. Playing tennis can positively contribute to an individual's **physical, mental and social well-being**.
- ②— Tennis is very **affordable**, especially compared to the cost of participating in traditional or “core” sports. With minimal equipment requirements, tennis reduces financial barriers.
- ③— Access to a year-round facility makes it easier for residents to **allocate more time to physical activity**. Residents can book courts in advance or drop-in for programs without having to worry about the weather.
- ④— A well-programmed tennis facility **supports an active community strategy** with continuous programming designed and targeted for all ages and abilities. Programs can include: parent & tot tennis, progressive tennis, wheelchair tennis, team tennis, cardio-tennis and much more.

Economic Benefits for Investing in Year-Round Tennis

There are a variety of financial and economic benefits related to the development of a covered tennis court facility. The extent that these benefits will be realized by the municipality will largely depend on the degree of involvement that the Town or City has with the project.

- ①— **Revenue:** A covered court facility primarily generates revenue through programs, court rental fees, and leases. After expenses a well-programmed facility can generate a net revenue of anywhere between \$20,000 to \$40,000+ per court for the operator. If a municipality wishes to transfer operating risk, they are still able to earn direct revenue through a land lease.
- ②— **Employment:** A covered court facility will create new full and part time job opportunities such as facility managers, and tennis coaches and instructors. The facility will provide an excellent opportunity for youth employment as youth over the age of 15 can be hired and certified as instructors by Tennis Canada.
- ③— **Volunteer Opportunities:** Covered courts also add to the number of local volunteer opportunities that are available to the community plus consolidate the strength and cohesiveness of volunteer boards of community tennis clubs by extending their tenures to a full 12-month season.
- ④— **Multi-Sport:** Hard tennis court surfaces can easily accommodate several racquet and net sports. Turf sports can also be integrated through a portable synthetic turf that can be automatically rolled out. Municipalities also have the option to encircle the bank of courts with a walking/running track.
- ⑤— **Multi-Function:** A covered court facility can be designed to serve additional community needs as net posts can easily be removed and most surfaces can be prepared for multi-use. Additional uses for covered court facilities include: trade and exhibitions, town hall meetings, and other community-based events.
- ⑥— **Sport Tourism:** Across Canada, sport tourism generates more than three billion dollars in annual revenue. Depending on the characteristics of the venue, a covered tennis facility can provide opportunities to organize tournaments and events with a capacity to attract participants, their families, coaches, trainers and spectators to the host community. Resource T provides information on sport tourism in Canada and the related financial opportunities for municipalities.



Tennis Alberta Alignment with KEY STAKEHOLDERS

1. Tennis Canada/Tennis Alberta Comparison of Priorities



Tennis Alberta vs. Tennis Canada Strategic Plans



Tennis Alberta – “ENGINE”	Rogers Cup – “ENGINE”
<ul style="list-style-type: none"> • Tennis Canada • SPAR Branch/Government of Alberta • Membership Fees • Programs • Grants • Fundraising and Sponsorship 	<ul style="list-style-type: none"> • Fan Enhancement • Player Services • WTA Event Profit • Weatherproofing • Olympics
Performance – “DEVELOPMENT”	Performance – “INSPIRATION”
<ul style="list-style-type: none"> • To develop and retain qualified staff, volunteers, coaches, and officials to support the membership • To collaborate with all tennis clubs and communities in Alberta. • To raise awareness and grow the sport of tennis throughout Alberta. • Establish and maintain a staff and volunteer structure that allows the association to advance its priorities 	<ul style="list-style-type: none"> • “Next Gen” Players • “Off Court” Excellence • “Next Gen” Coaches • “Next Gen” Pipeline
COMMUNITY FACILITY DEVELOPMENT & CAPACITY BUILDING	Community Facility Development “CAPACITY BUILDING”
<ul style="list-style-type: none"> • Support the development of two publicly accessible indoor tennis facilities in Alberta, one in Edmonton and one in Calgary • Targeted funding via grants to Capital Campaign, sponsorship and other fund development initiatives to support the development of indoor facilities and utilization of outdoor facilities • Increase revenue from sources to support the development of indoor facilities and utilization of outdoor facilities. 	<ul style="list-style-type: none"> • Western Canada Training Centre • Accessible Public Covered Courts • PTA Centres

2021-2025 STRATEGIC PRIORITIES



1 | Financial strategy



2 | Program development and alignment with Tennis Canada



3 | Indoor facility development



4 | Brand development and awareness

Working Definition – Strategic objectives ranked by their importance in achieving the strategic goals. All subsequent operational or tactical planning and resource allocation is based on strategic priorities.

What is most important and meaningful to our association today?

Tactics



RELATIONSHIPS FOR A SUSTAINABLE FINANCIAL MODEL

Tactics	Action	Role	Timing	Measure
GOA	Lobby for increase sport funding;	President and VP	2021–2023	Funding increases or new grants identified
Membership fees	Offer enhanced member benefits and the club, community and individual spheres.	Executive Director & Board of Directors	2021–2022	Additional benefits have been added and communicated with existing/prospective members. New membership program roll out 2022
Corporate SR	Identify Corporations with alignment to Tennis	Executive Director & Board of Directors	2022–2023	Prospecting, Sales and Closing

Membership Growth



COMMUNITY DEVELOPMENT

Tactics	Action	Role	Timing	Measure
Municipal Relationships	Raise financial and political support for tennis	Executive Director & Board of Directors	2021–2023	Present evidence of social/health benefits through partner lobbying effort
Community Group Partnerships	Community Leagues Formation of regional lobbying committees	Executive Director	2022–2023 2021–2022	Develop partnership program with Federation on Community Leagues in Edmonton & Calgary; track #s and contact and track programming offered at community leagues in Alberta.



PRODUCT AND PROGRAM DEVELOPMENT AND DELIVERY

Tactics	Action	Role	Timing	Measure
Coach Development	Courses and clinics	Tennis Alberta Tennis Canada	2022– 2025	National Measures
Officials Program	Courses and clinics	Tennis Canada and Technical Manager, Tournaments & Provincial Programs	2021– 2022	National Measures
Try Tennis		Tennis Alberta working with regional partners	2021– 2025	Circa 1500 new players accessing try tennis opportunities each year
Grassroots	Expand to other community centres and community leagues	Executive Director	2021– 2025	Expanding number of community programs and leagues across all age ranges and levels
Tournaments	1. Increase depth of Alberta Open and Women's Open events	Executive Director & Tournament and Programs coordinator	2021– 2025	Increased volume and caliber of competitors
	2. Junior Competitive structure			Reforms to Junior Competitive Structure to create equitable access for all
	3. Adult and seniors			Creation and growth of summer circuit



GOVERNANCE AND OPERATIONS

Tactics	Action	Role	Timing	Measure
Governance and Structural Review	<ul style="list-style-type: none"> Committee Listing updates Board recruitment Authorities and Accountability 	President with Exec Dir and Board reps	2019 – 2022	Financial and operational performance measures on track
Policy and Process Updates	<ul style="list-style-type: none"> Jr Development pathways Tournaments, leagues and grassroots events Education and communications 	Exec Dir & Board of Directors (with Discipline & SEC Committee)	2021– 2023	<ul style="list-style-type: none"> Brand awareness National measures
Partnership Development	<ul style="list-style-type: none"> MOUs with member Clubs Municipal engagement Collaboration with schools and NGOs 	President, Exec Dir and Board of Directors	2022– 2024	Increased volume of collaborative and functioning partnerships
Membership Value and Pricing Review	<ul style="list-style-type: none"> Review and revise membership Structure 	Exec Dir, Admin Assist and Finance Committee	2022– 2024	<ul style="list-style-type: none"> Increase in revenue Increase in number of club/ community and individual memberships Increase number of tournament registrations



BRAND DEVELOPMENT, COMMUNICATIONS AND MARKETING

Tactics	Action	Role	Timing	Measure
Brand Scope and Messaging	<ul style="list-style-type: none"> Engage agency Marketing plan 	Exec Dir	2018–2022	<ul style="list-style-type: none"> Brand awareness National measures
Communication Tools and Channels	<ul style="list-style-type: none"> Engage agency Marketing plan 	Exec Dir and staff	2018–2022	Focus on aligned National measures
Media Relationships	<ul style="list-style-type: none"> Engage agency Marketing plan 	Exec Dir	2018–2022	<ul style="list-style-type: none"> Brand awareness National measures
Website	<ul style="list-style-type: none"> Engage agency Marketing plan 	Tennis Canada and Exec Dir	2018–2022	Focus on aligned National measures
Government Relations	<ul style="list-style-type: none"> Engage agency Marketing plan 	President, VP Finance and Exec Dir	2018–2022	Focus on aligned National measures for facility development

Measurable Outcomes

1. Meets or exceeds the Tennis Canada Annual Performance targets: Frequent play; increased participation in tennis; more facilities; schools programs; coaches and officials; league play; interest in tennis; member partners.
2. Increase in the number of community, profile and professional events across the province
3. Increase in the number and quality of tennis related events in support of skill development or leadership capacity
4. Increase the number, scale and revenue generated from tournaments across the province
5. Increased club membership (two per year)
6. Increased player membership (5% per year)
7. Better performances of Alberta Juniors at Junior Nationals, summer games, and ITF rankings
8. More junior players meeting national standards (four male and four female at U12 annually)

2021-

2025

STRATEGIC PLAN



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