



TENNIS CONNECTS ALBERTA

2026-30 Strategic Plan



TENNIS **CONNECTS** ALBERTA

*Over the next five years, Tennis Alberta will build capacity, connect our community, and grow the game. **Tennis Connects Alberta** is the plan that gets us there. It is shaped by our stakeholders, grounded in data, and driven by transformative goals and the operational activities required to achieve them.*

HOW WE GOT HERE

Tennis Connects Alberta was developed through a comprehensive strategic planning process involving stakeholders from across our tennis community. This plan reflects the voices of our members, facilities, coaches, partners, board, and team.

Province-Wide Community Input

273 survey responses from players, parents, coaches, officials, club and facility leaders, staff, and board members across Alberta informed the foundation of this plan.

Deep Stakeholder Conversations

11 in-depth consultations with facility directors, volunteers, coaches, athletes, parents, and officials added nuance, lived experience, and regional perspective.

Collective Leadership & Strategic Rigour

Building on this input, Tennis Alberta's board and staff team held a two-day, data-driven facilitated planning session to define success, re-envision our role, and prioritize achievable outcomes.



ORGANIZATION IDENTITY

Mission, Vision, & Values



OUR PURPOSE & DIRECTION

OUR MISSION

To connect, support, and advance Alberta's tennis community.

OUR VISION

A thriving, connected tennis community where everyone in Alberta can be part of the game.



OUR VALUES: HOW WE OPERATE

INTEGRITY

Transparency and trust are central to everything we do. We openly share information and decisions with the communities that we serve.

COLLABORATION

We work with and for our community, connecting tennis across Alberta through teamwork and shared practices.

RESPECT

Our work is rooted in equality. We strive to make our sport more accessible and foster inclusive, safe, and supportive environments for all.

PROGRESS

We prioritize performance-driven, sustainable growth. This commitment drives measurable impact and the long-term development of all Alberta tennis.



2026-30 STRATEGIC PLAN

Framework, Priority Goals, & Operational Pillars



TENNIS **CONNECTS** ALBERTA: STRATEGIC FRAMEWORK

PRIORITY GOALS



**BUILD OUR
CAPACITY**



**CONNECT OUR
COMMUNITY**



**GROW OUR
GAME**

ACHIEVED THROUGH OPERATIONAL PILLARS

**Programs &
Competitions**

**Member &
Community
Services**

**Sport System
Infrastructure**

**Sport
Promotion**

Each **Priority Goal** contains key objectives and a **Game Changer Project**, which is a landscape-shifting initiative. We will assess the feasibility of these projects and potentially pursue them during or after the term of the plan. Colour highlights matching the goals are included throughout the plan.

Our **Operational Pillars** are the functions and activities that support and drive toward our **Vision** and **Priority Goals**. Each contains a core metric, projected to the end of the plan's term (based on baseline data from 2025), key indicators that will guide how that metric is broken down and achieved, and a **Game Changer** projection of how the core metric could scale further if these significant projects are pursued.



PRIORITY GOAL

BUILD OUR CAPACITY

Expanding Alberta's tennis infrastructure and coaching capacity to ensure more communities have year-round and quality program access.

KEY OBJECTIVES

Support Year-Round Facility Projects

Program Public Courts

Increase Coaches Province-Wide



GAME CHANGER PROJECT

TENNIS ALBERTA FACILITY

Explore opening a Tennis Alberta-operated facility with an innovative and repeatable model that does not compete with our member facilities.



PRIORITY GOAL

CONNECT OUR COMMUNITY

Strengthening collaboration and connection between the people, organizations, partners, and supporters in our tennis community.

KEY OBJECTIVES

Safe & Welcoming Sport Environments

Partnerships & Collaborative Programming

Facilitating Feedback & Service Standards



GAME CHANGER PROJECT COMMUNITY PLATFORM

Explore and adopt new technology solutions that will help engage our members, recruit new participants, and connect our community.



PRIORITY GOAL

GROW OUR GAME

Increase and retain tennis players, coaches, officials, volunteers, and supporters in our community, with a focus on underdeveloped regions and audiences.

KEY OBJECTIVES

Province-Wide & Rural Programs

Recreational Player Engagement

Player Pathways & Retention Mapping



GAME CHANGER PROJECT NEW FORMATS & SPACES

Develop innovative ways to expand our reach, including unused spaces, new tennis formats, and underserved audiences.

OPERATIONAL PILLAR

PROGRAMS & COMPETITIONS

Growing and strengthening Tennis Alberta's program and competition landscape to reach more players, in more communities, at every stage of their tennis journey.



CORE METRIC TARGET

25K+

ANNUAL CUMULATIVE
PROGRAM, EVENT &
COMPETITION
PARTICIPATION BY 2030
(From 11k in 2025)

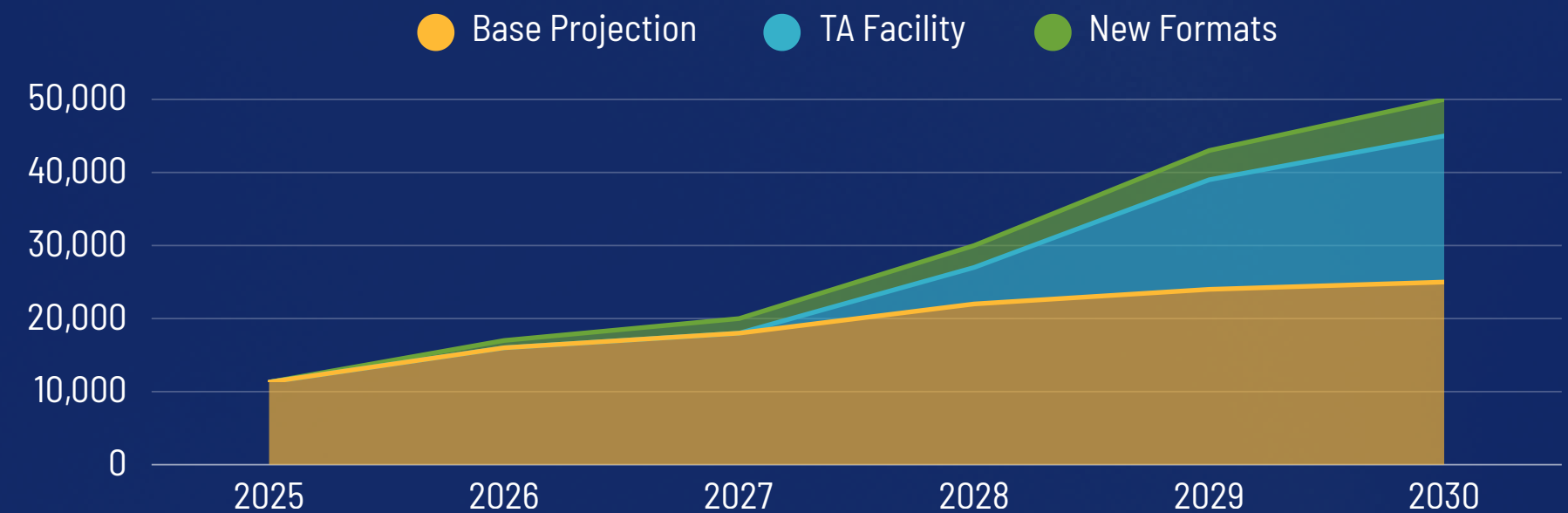
KEY INDICATORS

60% Grassroots Participation by Year 3 (From 43%)

40% Rural Participation by Year 4 (From 21%)

100% Zones with Active Coaches by Year 1 (From 88%)

ANNUAL PARTICIPATION TRAJECTORY - GAME CHANGER IMPACT



Opening a **Tennis Alberta Facility** would significantly impact our program and event participation, by allowing us to increase our program volume and further develop our event calendar. Exploring **New Formats** would also increase participation through new program offerings and usage of new spaces.

OPERATIONAL PILLAR

MEMBER & COMMUNITY SERVICES

Building stronger relationships with our members, facility partners, and community stakeholders through enhanced services, meaningful engagement, and responsive support.



CORE METRIC TARGET

3,000+

INDIVIDUAL
TENNIS ALBERTA
MEMBERS
(From 1,800 in 2025)

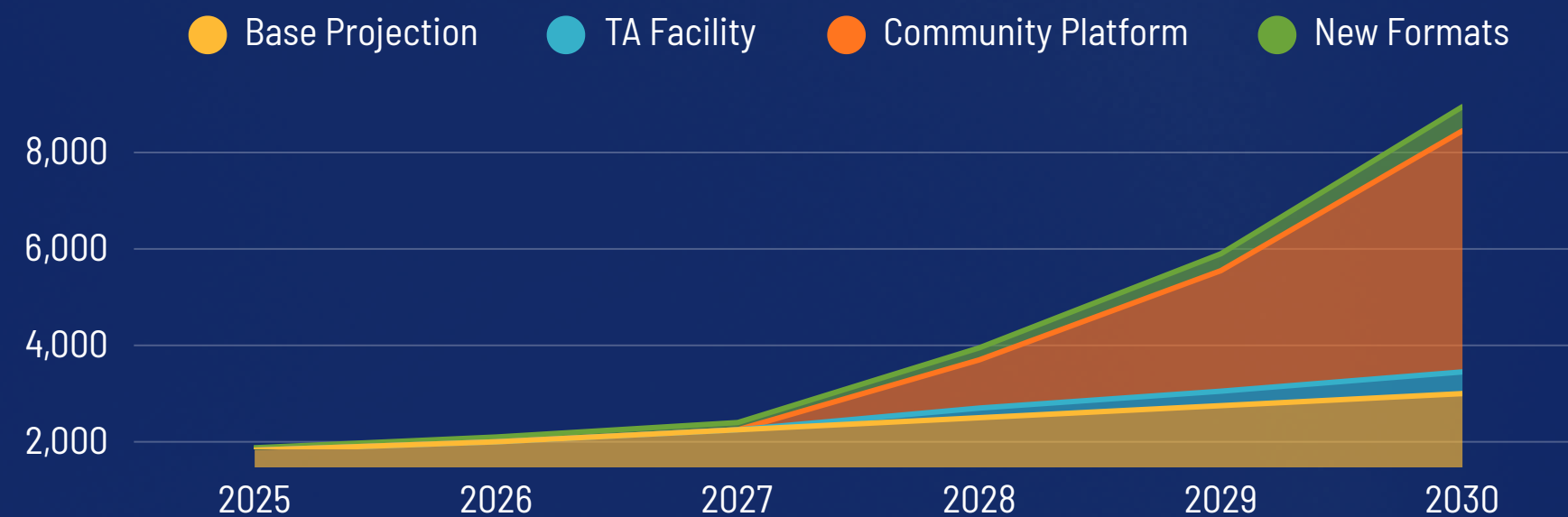
KEY INDICATORS

50% Female Individual Members by Year 5 (From 39%)

100% Zones with Individual Members by Year 2 (From 88%)

100% Zones with Facility Members by Year 1 (From 100%)

ANNUAL MEMBERSHIP TRAJECTORY - GAME CHANGER IMPACT



All our **Game Changer** projects would have a positive impact on the number of Tennis Alberta members. While the **TA Facility** and **New Formats** would yield marginal increases, the **Community Platform** would significantly change the landscape for our membership, with the potential to engage club players, public court players, and more.

OPERATIONAL PILLAR

SPORT SYSTEM INFRASTRUCTURE

Building and sustaining the facility, financial, governance, and human resource infrastructure our sport needs to thrive.



CORE METRIC TARGET

100+

YEAR-ROUND TENNIS
COURTS IN ALBERTA
(From 75 in 2025)

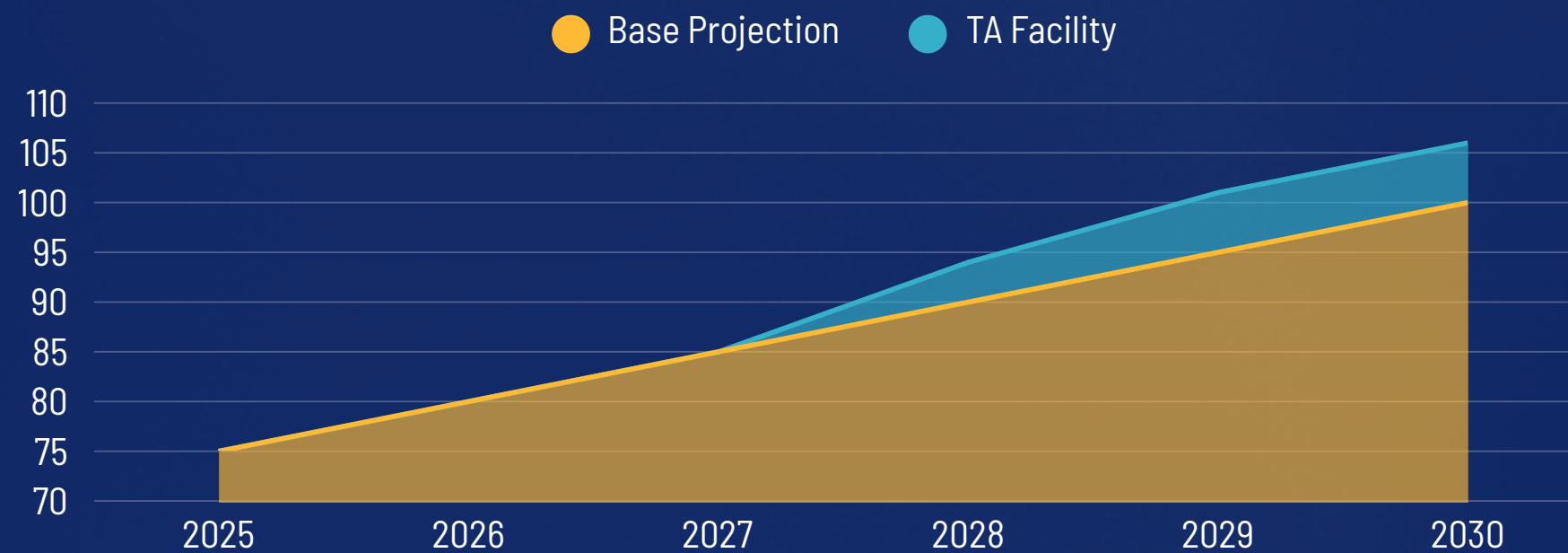
KEY INDICATORS

100% Zones with Programmed Courts by Year 1 (From 100%)

60% Zones with Year-Round Courts by Year 5 (From 38%)

25% Annualized Growth in Community Investment

ANNUAL YEAR-ROUND COURT TRAJECTORY - GAME CHANGER IMPACT



In addition to our support of year-round facility projects, opening a **Tennis Alberta Facility** would add 4+ year-round courts to our community. Our goal would be to design the facility with a repeatable model that could be used in multiple communities over time.

OPERATIONAL PILLAR

SPORT PROMOTION

Elevating the profile of tennis across Alberta through strategic communications, community storytelling, and digital engagement.



CORE METRIC TARGET

1M+

ANNUAL DIGITAL MARKETING
IMPRESSIONS
(From 468k in 2025)

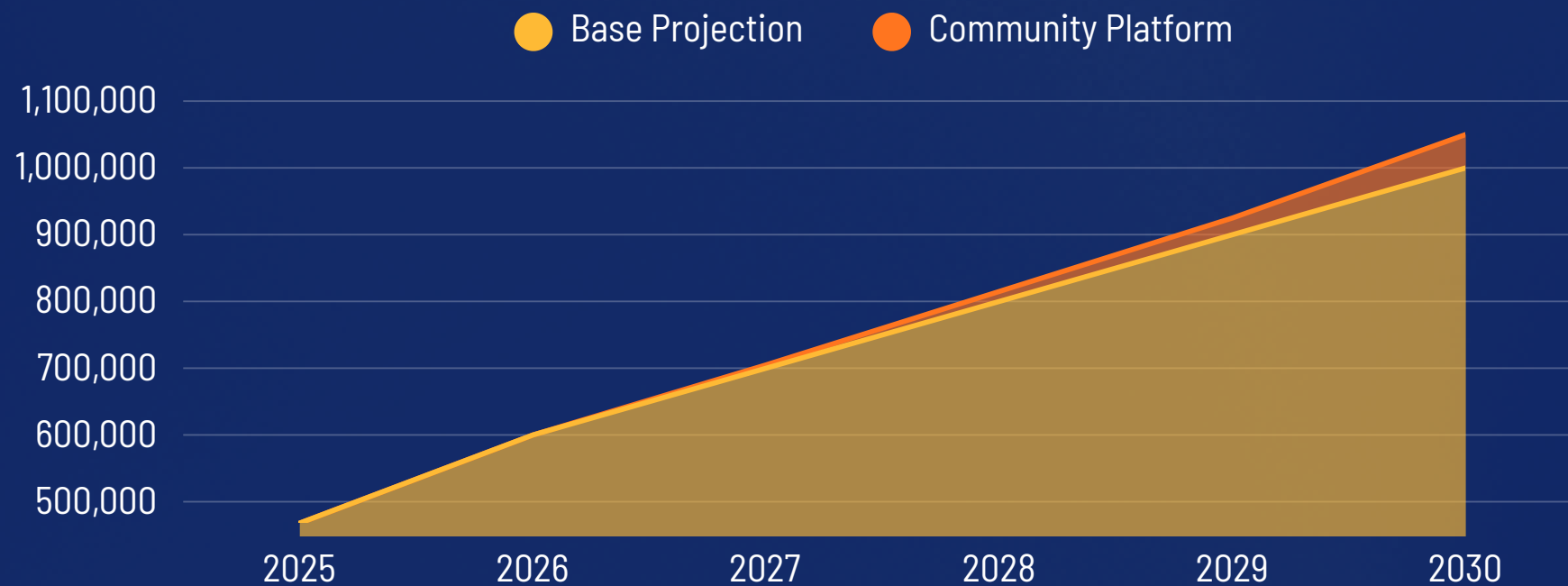
KEY INDICATORS

15% Yearly Audience Growth

5+ Annual External Media Features

8+ Annual Community Profiles

ANNUAL IMPRESSIONS TRAJECTORY - GAME CHANGER IMPACT



Adopting a new **Community Platform** that connects and engages our members and followers would create a new marketing channel that would further expand our online reach.

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