



Strategic Plan 2019-2023

Mission

To inspire and enable tennis in British Columbia

Vision

Tennis BC will be the leader in creating innovative tennis pathways that support health and well-being in our communities

Strategic Pillars & Initiatives

Get into the Game	Develop your Game	Grow the Game	Support the Game
Pursue initiatives to increase participation through high-quality engagement	Support player development at all levels, with focus on U12	Foster the development of indoor facilities, coaching, and officiating	Develop sustainable initiatives, partnerships, governance, and creative business practices
Initiatives 2019-2023			
<ol style="list-style-type: none"> 1. Develop a robust regional partner program that grows our sport with consistent programs and connects communities with tennis events 2. Grow school tennis programs 3. Create more targeted programs for girls 	<ol style="list-style-type: none"> 4. Develop a more robust youth program focused on U12 players 5. Develop year-round “open player” & “senior player” event tours 	<ol style="list-style-type: none"> 6. Increase capacity with new indoor tennis facilities 7. Create new coaching modules for outlying zones, learn to play, and special needs players 	<ol style="list-style-type: none"> 8. Develop tennis programming and leagues on public courts 9. Advocate for a safe and healthy environment for all tennis players through adopting and championing the Safe Sport Initiatives in partnership with Tennis Canada 10. Create an annual celebration of tennis to promote the sport and create fundraising opportunities



Strategic Plan Tennis BC 2019 - 2023

Mission

To inspire and enable tennis in British Columbia

Vision

Tennis BC will be the leader in creating innovative tennis pathways that support health and well-being in our communities

Values: At Tennis BC we value:

- | | | |
|--------------|--------------|-----------------|
| ✓ Leadership | ✓ Integrity | ✓ Excellence |
| ✓ Teamwork | ✓ Innovation | ✓ Relationships |

Strategic Pillars:

- **Get into the Game**
- **Develop your Game**
- **Grow the Game**
- **Support the Game**

Get into the Game

Key Functions:

- Zone development
- Community outreach
 - Indigenous
 - New Canadians
 - LGBTQ+
 - Gender equity development
 - Seniors
- School programs
- League
- Public court programming
- Facilities and capacity
- Entry-level coaching development
- Physical literacy
- Progressive Tennis (red, orange, green) player development
- Municipality support



Develop your Game

Key Functions:

- Long Term Athlete Development (LTAD) programming
- Rookie tour through nationals (stages 1 - 5)
- High-performance coach development
- Officiating
- Education (player and parent)

Grow the Game

Key Functions:

- Facilities
- Coaching
- Officiating
- Membership

Support the Game

Key Functions:

- Governance
- Funding partners
- Marketing, brand development, and sponsorship
- Business development
- Human resources
- Leadership and planning
- Events
- Management systems

History

Tennis BC, established in 1881, is the provincial sports association that organizes tennis in the province of British Columbia. We are a not-for-profit society, guided by a board comprised of representatives of our member clubs. We partner with the government of British Columbia, Tennis Canada, our member clubs, and a variety of sponsors, municipalities, and other organizations to deliver a broad range of services to tennis players around the province.

Current Success

Tennis is a growing sport, with participation increasing at the junior and adult levels. Canadian tennis players are having historical success at the professional level and creating high levels of fan interest and participation.



Tennis BC has more than 22,000 members, serves 78 member clubs, sanctions more than 350 tennis events per year, and has an annual budget of \$1.6M. Tennis BC has more tournament-playing senior players than any other province and has more than 3,800 players total in the men's and women's provincial leagues.

Annually, Tennis BC certifies more than 80 new coaches and conducts numerous coaching development courses. Our bi-weekly newsletter reaches over 8,000 readers.

Strengths

Tennis BC delivers an extensive range of tennis programs spanning all levels of participation. We are a small organization, with four full- and three part-time staff operating in all eight provincial zones. In partnership with our member clubs, we deliver grassroots learn-to-play tennis as well as high-performance events. Our well-established programs give players, clubs, and municipalities access to support coaching, facilities, event management, training systems, recruitment, officiating, rankings, and team selection. At our member or municipal facilities, we operate numerous events, including the largest tennis tournament in the world at the Leith Wheeler Stanley Park Open, which is in its 88th year. Our list of programs, activities, and events is large:

- Junior tennis tournaments from ages 5 – 18 years at all levels
- Adult National Tennis Rating Program tournaments 2.5 - 5.0
- Adult open events
- International Tennis Federation senior events from ages 30 – 85 years
- Men's and women's league play
- Community try-it days
- Community outreach events for Indigenous youth, Girls In Action, new Canadians, Canucks Autism Network, YMCA, Boys and Girls Club Team Tennis
- Learn-to-Play programs at elementary schools
- Highschool and college team tennis support
- Vancouver Foundation Charitable Funds for Community Youth Support and High-Performance support
- National and international travel teams for high-performance juniors

Challenges

In order to deliver on-court tennis programs, Tennis BC relies on our member clubs and municipalities for valuable court time. Due to limited court access, Tennis BC faces a challenge growing the sport, particularly during winter months. Additionally, in good weather months,

Tennis BC has very limited access to public outdoor courts. Players who wish to learn the sport have few options other than joining a club or municipal indoor tennis centre, both of which offer excellent programming. For the outdoor recreational player or someone new to the sport, local community centres offer outdoor or gymnasium tennis programs, but both quality



and quantity can be inconsistent which can negatively impact long-term commitment to our game.

Funding comes from four sources: 45% membership and user fees, 10% sponsorship, 20% Tennis Canada, and 25% Government. The stability of this funding is beyond Tennis BC's control and has limited upside. With increased funds, Tennis BC could significantly impact the tennis community in the following ways:

- Increased indoor court time
- Enhanced zone support
- Targeted programming to support community initiatives
- More robust sponsor relationships
- Increased staffing to avoid turnover and burnout

Initiative #1

Develop a robust regional partner program that grows our sport with consistent programs and connects communities with tennis events

Tennis BC implements a variety of community tennis deliverables in conjunction with Tennis Canada. The methodology of delivering tennis to communities aligns with the Building Tennis Communities (BTC) model of Tennis Canada. Tennis BC will enhance this system of tennis development with a robust regional support system of local ambassadors and regional managers. This regionally focused program will support the key mission and vision of the organization and allow for increased and diverse tennis programming throughout the province.

Pillar: Get into the Game

Key Goals:

Create a system of programming using regional ambassadors and managers in at least five zones in the province. Develop a funding model and principles to support the strategic roll-out of these initiatives.

- a. The three zones of focus for the regional manager program will be: Vancouver Island, Okanagan, and Lower Mainland
 - b. The zones of focus for the ambassador program will be the Kootenays and the Interior
- Implement the U12 development programs in alignment with Tennis Canada and Tennis BC new player initiatives
 - Target team tennis programs in alignment to Tennis BC's outreach goals for Indigenous communities, new Canadians, Boys and Girls Clubs, and Girls in Action
 - a. 13 multi-day events in 2019
 - b. 14 multi-day events in 2020



- c. 15 multi-day events in 2021
- d. 10 one-day events in 2019
- e. 12 one-day events in 2020
- f. 14 one-day events in 2021
- Further develop rookie tour events throughout the province
 - a. 160 events in 2019 (400 participants)
 - b. 180 events in 2020
 - c. 200 events in 2021
- Ensure our VR database is used in all communities to grow Tennis BC membership base
- Develop team tennis programs (youth and adult) and hold regional and provincial tournaments
 - a. Adult mixed doubles regional events in 2019, and provincial in 2020
 - b. Youth team regional events in 2020, and provincial in 2021

Initiative #2

Grow school tennis programs throughout the province

Tennis BC has the opportunity to expand its school program into more zones throughout the province. The majority of school programs in the lower mainland are delivered outside Tennis BC's influence but there is an opportunity, through the ambassadors and clubs, to expand this program in other zones.

Pillar: Get into the Game

Key Goals:

- Maximize development opportunities for youth in elementary schools
- Grow school programs in smaller communities
 - 10 in 2019
 - 16 in 2020
 - 20 in 2021
- Develop tennis pathways for these communities to keep kids playing year round

Initiative #3

Increase the recruitment and retention of girls in tennis

Getting girls started in tennis early supports Long Term Athlete Development and self-esteem for girls in their personal development. In response to the high drop-out rate for young women in sports, we will develop programs specifically designed to keeping girls playing tennis in a fun and less competitive format.



Pillars: Get into the Game, Develop your Game

Key Goals:

Target development programs for girls

Provincial Girls Program – to include tennis and off-court activities

- Create a Big Sister connection by running integrative camps for girls ages 9 – 14 years, when possible
- Fully develop a regional ambassadors role for Girls in Action program
- Create targeted team tennis for girls
- Utilize large events to promote and market this initiative

Initiative #4

Develop a more robust youth development program focused on U12 and 13+ competitive development

Research shows that introducing children to tennis at a young age and developing fundamental movement and tennis skills increases the likelihood of the player staying in the sport for life. Developing a larger base of children playing will also increase the pool of talent that moves to higher levels of play and national competitions. Tennis BC has previously relied on clubs to develop players' skills using the progressive tennis format; however, clubs need more support in developing coaches and finding court time for these programs. This strategy dovetails with Tennis Canada's strategic priorities.

Pillar: Develop your Game

Key Goals:

- A. **Create U12 and 13+ development programs that deliver excellent fundamentals, consistently applied**

U12 player development objectives:

- 1) Integrate pathway from grassroots to high-performance (14+)
- 2) Increase the number of U10/U12 Provincial Training Camp (PTC) participants from 16 – 24 (in each age category)
- 3) Create a development program on Vancouver Island or in the Interior

13+ player development objectives:

- 1) Integrate Player Training Program with Sport Science (individualized yearly training plan -YTP)



- 2) Acquire International Tennis Federation travel support
- 3) Host team events – USTA / Inter-provincial / Europe

U8 (red):

- Build a base from 160 – 400 players
- Create Rogers Rookie Tour (RRT) events linking to team events / camps

U8/U9 (orange):

- Have a total of 160 U8/U9 orange ball players by the end of 2021
- Run monthly (October - June) regrouping opportunities for identified players

U9/U10 (green):

- Have a total of 120 U9/U10 orange ball player who meet the Long Term Athlete Development standard for competition (10 tournaments a year), by the end of 2021
- Provide bi-monthly regrouping opportunities for identified players (October – June)
- Four team competition opportunities (USTA, AB, California, Europe etc.)
- Four provincial team competition opportunities
- Create Tennis BC athletic development / tennis weekly programs for youth ages 6-8 years
- Engage players with no prior experience through a community festival try-out day

U12:

- Total of 24 players within PTC program
- Four PTC Camps
- Additional regroupings working around tournament schedule (six per year)
- Four competitive travel opportunities (team or individual events)
- Four provincial team competition opportunities
- Sport Science-integrated programming with YTP for targeted athletes
- Have six total players in the top 25 nationally

13+:

- Weekend provincial regroupings (six times per year)
- Sport Science-integrated programming with YTP for targeted athletes
- International travel support (two times a year)
- USTA team events / camps

B. Develop a robust recruitment and identification program for U12 players

- Run one or two community event dates for players who have little to no experience with tennis
- In partnership with the City of Vancouver, offer a four-week (twice per week) low-cost program for interested participants during the summer
- Engage interested individuals in a twice weekly indoor program, run by Tennis BC (low-cost program) to be potentially held at UBC



- The intention behind this initiative is to provide young players with athletic development skills with tennis development
- No selections – all players interested will be invited to participate (court time is the only limitation)
- Tennis BC to subsidize program expenses in order to make the program accessible to all youth interested in participating

Initiative # 5

Develop a year-round “open player” tour with more events

Currently the “open” series runs for only a few weeks of the year in the summer months. Creating a longer season and a few winter events will support our open players and allow our top juniors to play against adults throughout the year. A robust tour will allow our top players to stay home for strong competition and provide a strong sponsorship opportunity for prize money.

Pillar: Develop your Game

Key Goals:

- Create three non-summer open events
- Develop a sponsor for the tour
- Increase the prize money for the whole tour
- Shorten the tournament length using modified scoring to allow for indoor court time
- Create at least one event outside Lower Mainland

Initiative #6

Increase capacity of indoor tennis facilities throughout the province

Building indoor capacity is the most significant component of growing tennis in the province. Tennis players are unable to play tennis for the majority of the year in zones where the climate does not allow for outdoor tennis. This limits the ability of players to improve their games and stay connected to the sport on a year-round basis. Indoor facilities are located in major cities but require membership fees in most cases. The few public indoor centres that are available are full to capacity – which demonstrates demand. This strategy dovetails with Tennis Canada’s strategic priorities.

Pillar: Grow the Game



Key Goals:

A. Develop indoor locations within the city of Vancouver and the school board on public courts

- Create a package that outlines building requirements, financial models, operational execution systems, and programming outlines for Tennis BC
 - Submit proposals in 2019, 2020, and 2021 for three indoor locations
- Implement one new location in each of 2021, 2022, and 2023
 - Funding model in place
 - Tennis BC to operate

B. Provide examples of how-to packages for municipalities outside the Lower Mainland

- Share previously successful examples of building requirements, financial models, operational execution systems, and programming outlines for municipal partners to utilize
 - Target municipal partners with one-stop shop Tennis BC operating package
 - Create feedback mechanisms that municipal partners can use for information from Tennis BC
 - Support municipalities with management support for facilities

C. Create partnership for potential operators

- Ensure partners deliver required Tennis BC programming to support core strategies
 - Develop performance metrics and royalty streams

Initiative #7

Create new coaching modules for outlying zones, learn-to-play, and special needs players

Tennis BC's coaching certification, aligned with Tennis Canada, is considered one of the best in Canada. The certification process is well developed, and coaching standards are high. However, there is a need to augment the lengthy and difficult coaching certification process with a less time consuming and lower-cost program. This program would develop small community entry level coaches, school coaches, volunteer coaches, youth program coaches and special needs coaches.

Pillar: Grow the Game

Key Goals:

- Develop new mini coaching modules and certificates designed to support zonal development training requirements



- Year 1 – Develop National Coaching Certification Program modules in alignment with Tennis Canada
- Year 2 – Pilot workshop in three zones
- Year 3 – Roll out in all zones

Initiative #8

Develop tennis programming and leagues on public courts

Tennis BC receives funding from three key sources: the Government of British Columbia, Tennis Canada, and membership fees. These sources of funding are contingent upon the partners success and bring an element of risk to Tennis BC's long-term funding model. In order to mitigate this risk, Tennis BC would like to develop alternative, additional sources of revenue. The purpose of this additional revenue is to assist Tennis BC with developing more programs, community-based initiatives, facilities, and staff, which in turn will allow the sport to grow exponentially as we reinvest in tennis throughout the province. In short, additional revenue will reduce the exposure to funding shortfalls, allow Tennis BC to support tennis in all communities, improve the quality and consistency of coaching and programming, and accelerate growth in our sport.

Pillar: Support the Game

Key Goals:

- Create public court programming options in partnership with municipalities
 - Develop a working relationship with municipal Parks Boards to pilot public court programming, maintenance support, introduction to the sport, community outreach support programs, court booking initiatives:
 - 12 courts in 2020
 - 30 courts in 2021
 - 50 courts in 2022
 - 70 courts in 2023
- Create package for operating partners in various municipalities to utilize in 2022

Initiative #9

Ensure a safe and healthy environment for all youth tennis players through adopting and championing the Safe Sport Initiatives in partnership with Tennis Canada



Tennis BC will take a leadership role in creating a safe and healthy environment for all levels of participation across the province. Tennis BC will be partnering with Tennis Canada to develop Safe Sport initiatives in BC. Tennis BC will be developing and endorsing policies and will work with our member clubs and partners to support the implementation and adoption of these policies.

Pillar: Support the Game

Key Goals:

- Implement the highest level of Safe Sport policies within our member clubs in the next three years and have all members clubs in compliance in 5 years.
 - 60% of clubs per year over three years
 - 100% of clubs per year over five years

Initiative #10

Create an annual celebration of tennis to promote the sport and create fund raising opportunities

Currently, Tennis BC does not have a hall of fame or any kind of legacy event that celebrates past and present achievements in our sport. An annual celebration, including a hall of fame legacy, will promote Tennis BC to our membership, provide media opportunities for exposure, honour our players, and provide a method of future fundraising potential.

Pillar: Support the Game

Key Goals:

- Hire a consultant to develop a platform for the annual celebration in 2019
- Hire a support person in-house to implement the platform in 2020
- Launch first celebration in 2020
 - Celebrate through a Hall of Fame for Tennis
 - Celebrate achievements of the current year
 - League
 - Juniors awards
 - Bursary recipients
 - Create small fundraising opportunities to support specific initiatives