



# Strategic Plan (2019-2023)

## Mission

To inspire and enable British Columbians to play tennis

## Vision

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

Strategic Pillars					
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 the focus on U12		Foster the development of indoor facilities, coaching, and officiating.	Develop sustainable initiatives, partnerships, governance, and creative business practices.
Initiatives	1. Develop a robust regional partner program that grows our sport with consistent programs and connects communities with tennis events.	4. Develop a more robust youth program focused on U12 players		6. Increase capacity with new indoor tennis facilities	8. Develop tennis programming and leagues on public courts that support financial self-sufficiency
	2. Grow school tennis programs	5. Develop year-round Open player and Senior player tours		7. Create new coaching modules for outlying zones, learn to play, and special needs players	9. Advocate for a safe and healthy environment for all players through adopting and championing the SafeSport Initiatives in partnership with Tennis Canada
	3. Create more targeted programs for girls				10. Create an annual celebration of tennis to promote the sport and create fundraising opportunities.



## Tennis BC Strategic Plan (2019 – 2023)

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

**Mission:** To inspire and enable British Columbians to play tennis

Values: TBD

### Strategic Pillars:

1. Get into the Game
2. Develop your Game
3. Grow the Game
4. Support the Game

#### 1. 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

#### 2. Develop your Game

##### Key Functions:

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



### **3. Grow the Game**

#### Key Functions:

- Facilities
- Coaching
- Officiating
- Membership

### **4. 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 unprecedented success at the professional level and creating high levels of fan interest and participation. Tennis BC has more than 22,000 members, serves 76 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 8,000 readers.



## **Strengths**

Tennis BC delivers an extensive range of tennis programs spanning all levels of participation. We are a small organization, with five full-time and three part-time staff members. In partnership with our member clubs, we deliver grassroots (learn-to-play) programs as well as high-performance events. Our well-established programs give clubs and municipalities support for their coaching and facilities. Tennis BC also provides access to event management, training systems, recruitment, officiating, rankings, and team selection. We operate numerous events at our member and municipal facilities. These events include the Leith Wheeler Stanley Park Open. In its 88<sup>th</sup> year, this tournament continues to be the largest tennis tournament in the world, based on its number of participants. 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 and 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 Aboriginal youth, Girls In Action, new Canadians, Canucks Autism Network, YMCA, Boys and Girls Club Team Tennis
- Learn-to-Play programs at elementary schools
- Secondary school 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 in winter periods. Additionally, in good weather months, Tennis BC has very limited access to public outdoor courts. For the outdoor recreational player or someone new to the sport, local community centres offer public tennis programs, but the quality and availability of these programs vary tremendously from community to community. This can negatively impact players' future involvement in our game.

Funding comes from four sources: 45% from membership and user fees, 10% from sponsorship, 20% from Tennis Canada, and 25% from Government. The stability of this funding is beyond Tennis BC's control and has limited upside. With increased funding, 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; 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 data base 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 keep 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 years (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 players 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 a 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 (two times 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

#### **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. Most of British Columbia's zones have climates that make it difficult, if not impossible, to play outdoor tennis for much of the year. 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 to support Tennis BC's financial self-sufficiency**

Tennis BC receives funding from three key sources: the Government of British Columbia, Tennis Canada, and membership fees. The first two sources of funding are contingent upon partners' success and bring an element of risk to Tennis BC's long-term funding model. Tennis BC would like to find alternative, additional sources of revenue to develop more programs, facilities, and staff in order to grow the sport and reinvest in tennis throughout the province. Additional revenue will reduce the exposure to funding shortfalls, support tennis in smaller communities, improve the quality and program consistency of coaching and programming and grow the sport.

**Pillar:** Support the Game

#### **Key Goals:**

- Create public court programming options in partnership with municipalities
  - Develop a working relationship with municipal Park 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 by adopting and championing the Safe Sport Initiatives in partnership with Tennis Canada**

Tennis BC will take a leadership role in creating safe and healthy environments for all levels of youth participation across the province. Tennis BC will partner with Tennis Canada to develop Safe Sport Initiatives in BC. Tennis BC will develop and endorse policies and work with our member clubs and partners to support the implementation and adoption of these policies.

**Pillar:** Support the Game

#### **Goal**

- 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 event, will promote Tennis BC to our membership, provide media opportunities for exposure, honour our players, and provide an occasion for fundraising.

**Pillar:** Support the Game

#### **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