

NATIONAL  
BANK  
STANLEY PARK  
OPEN

TENNIS BRITISH COLUMBIA

# STRATEGIC PLAN

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2024 - 2029





# Land Acknowledgment

Tennis BC, based out of Richmond, BC, acknowledges that we have the privilege of operating on the unceded traditional territories of the xʷməθkʷəy̓əm (Musqueam), and səliłwətał (Tsleil-Waututh), and hən'qəmin'əm' (hun-ki-meen-um) First Nations.

This place is the unceded and ancestral territory of the hən'qəmin'əm' (hun-ki-meen-um), xʷməθkʷəy̓əm (Musqueam) and səliłwətał (Tsleil-Waututh) Nations, and has been stewarded by them since time immemorial.

Richmond is located on territory that was never ceded, or given up to the Crown by the Musqueam, hun-ki-meen-um, or Tsleil-Waututh peoples. The term unceded acknowledges the dispossession of the land and the inherent rights that Musqueam, Hun-ki-meen-um and Tsleil-Waututh hold to the territory. The term serves as a reminder that Musqueam, Hun-ki-meen-um and Tsleil-Waututh have never left their territories and will always retain their jurisdiction and relationships with the territory.



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# A letter from our President and Executive Director

A key role of the Board is to lead the development of a Strategic Plan to guide the future direction of Tennis BC. As we set out to do this important work, we rallied around a new Purpose Statement which is to *spread the love of tennis*. This statement inspired bold decisions and centered our thinking in a shared belief of the benefits tennis offers those it reaches. It also represents a passion for the game – not only from the Board and Staff who co-authored this plan, but from the entire tennis community who help to grow the sport.

Our vision is to be a leader in promoting tennis across our province. We will achieve this vision through excellence in the services we provide our Members and focus on the delivery of three pillars that span the tennis lifecycle. We will also do this in partnership with the many tennis communities that we are so honored to serve so that we create memorable experiences for everyone who loves the sport of tennis across British Columbia.

We are excited to inspire and support the growth of tennis across BC!

**DENISE WONG**  
PRESIDENT



I am thoroughly excited to be sharing Tennis BC's 2024 – 2028 Strategic Plan with you. This plan builds on many successful existing initiatives that we deliver today to set a bold ambition for our future. We aim to help get more people to try tennis and deepen their engagement in the sport. As we do this important work, we'll continue to embrace like-minded stakeholders as partners, foster a positive tennis community that's welcoming of all, and do more to expand our reach with the many vibrant tennis communities across British Columbia.

I encourage groups and individuals who share our goals to reach out to us. We have some big and ambitious things we want to achieve over the next few years and with the power of collaborating with our community, I am certain that our work together will ensure our collective success.

Thank you for your support.

**JONATHAN WORNELL**  
EXECUTIVE DIRECTOR



# Our Process



## CONSULTATIONS

Listening sessions were conducted with key individuals to inform the discovery phase and provide input on the design of Tennis BC's Strategic Planning Session



## SURVEYS

A survey was conducted with Board & Staff, Tennis BC members, and the wider tennis community to form an understanding of the opportunities, risks, priorities, and gaps to consider in a new Strategic Plan



## STRATEGIC PLANNING SESSION

Informed by the consultation and survey results, Tennis BC Board and Staff came together to identify winning ambitions, key result areas, and corresponding initiatives to pursue in a new Strategic Plan cycle

# Thank You

**This strategic plan was largely informed by the Members of Tennis BC and the wider tennis community in the province who took the time to participate in a survey we sent out at the start of this process.**

**Your valuable feedback was instrumental in helping us better understand the needs of the many different stakeholders we serve. Together, we're shaping the future of a stronger tennis community in British Columbia.**

**We are grateful for your participation and your support.**







# Purpose

To spread the love of tennis

# Mission

To inspire and support the growth of tennis across British Columbia

# Vision

Tennis BC will be a leader in promoting tennis across our province

# Values

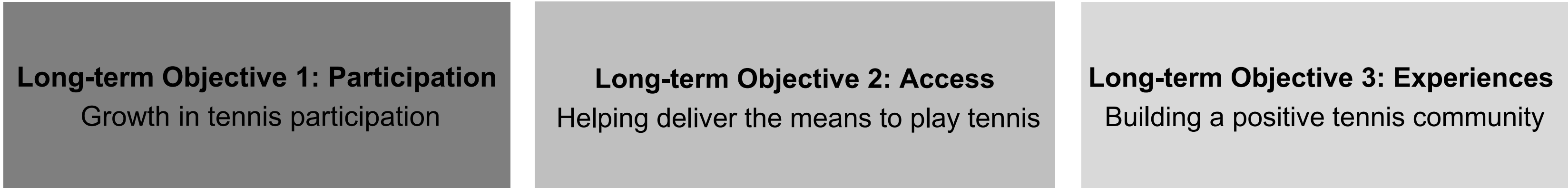
Leadership, Integrity, Excellence, Teamwork, Innovation

# **Strategic Plan Framework**



# Winning Ambition: Grow the Game of Tennis in British Colombia

*The long-term objectives below further define what we mean by “growing the game of tennis in British Columbia”*



*To meet these long-term objectives, priorities will be executed against these 3 PILLARS below*



*These ENABLERS support progress against each Pillar*

|                     |                        |            |
|---------------------|------------------------|------------|
| Technology Strategy | Governance and Culture | Operations |
|---------------------|------------------------|------------|



# These 3 Pillars support each other whereby success creates success and works to Grow the Game of Tennis in British Columbia





# Pillar Plans



## Get into the Game: Try Tennis

Increase new participants in tennis | Increase engagement in tennis

| Core Initiatives  | Tactics  | Success Measures by 2028  |
|---|--|---|
| <b>Grow participation in <i>try tennis</i> events with a focus on youth tennis players in both organized and unorganized play</b> | <ul style="list-style-type: none"> <li>a. Expand both junior and adult <i>try tennis</i> programs on public courts</li> <li>b. Expand <i>try tennis</i> programs with equity-deserving groups</li> <li>c. Launch new Tennis Coaching Lessons for Beginners across BC</li> <li>d. Lead an effective schools programs</li> <li>e. Expand Hub Programs for Beginners</li> </ul> | <ul style="list-style-type: none"> <li>a. 192 <i>try tennis</i> programs organized across the province</li> <li>b. 24 <i>try tennis</i> programs organized for equity-deserving groups</li> <li>c. 16 programs organized</li> <li>d. 64 school programs launched</li> <li>e. Maximized Hub Program capacity with 500 junior players and 300 adult players registered</li> </ul> |
| <b>Support the growth and development of communities of tennis fans across the province</b>                                       | <ul style="list-style-type: none"> <li>a. Organize social gatherings tied to Community Tennis Leagues</li> <li>b. Organize social gatherings tied to pro-events such as watch parties and fan meet-ups</li> </ul>  | <ul style="list-style-type: none"> <li>a. 30 official and unofficial events organized</li> <li>b. Regular watch parties and fan meet-up events organized yearly (target to be established based on 2024 baseline)</li> </ul>  |
| <b>Build interest in tennis to attract future participants</b>  | <ul style="list-style-type: none"> <li>a. Conduct specific outreach to markets throughout BC to build strategic relationships</li> </ul>   | <ul style="list-style-type: none"> <li>a. Overall growth in participation in both Tennis BC Programs and Events (target to be established based on 2024 baseline)</li> </ul>  |
| <b>Build the brand image of Tennis BC and wider recognition of our initiatives</b>  | <ul style="list-style-type: none"> <li>a. Build the brand of Tennis BC through increased awareness-raising campaigns</li> </ul>  | <ul style="list-style-type: none"> <li>a. Increased brand visibility and awareness of Tennis BC with 20,000 subscribers in the Tennis BC mailing list, and 10,000 followers on both Facebook and Instagram.</li> </ul>  |



| Core Initiatives  | Tactics  | Success Measures by 2028   |
|---|--|--|
| Consistently grow registered individual members   | <ul style="list-style-type: none"> <li>a. Expand individual member recruitment</li> <li>b. Partner with smaller clubs to expand mutual capacity</li> <li>c. Streamline registration and require a minimum of free membership registration for any Tennis BC event</li> </ul>   | <ul style="list-style-type: none"> <li>a. Grow individual member base to 12,000</li> <li>b. Established active partnerships through a comprehensive database</li> <li>c. Fully utilized centralized registration system for both clubs and individual members of Tennis BC</li> </ul>  |
| Expand opportunities for Tennis BC High-Performance players to play High-Performance players from other markets                 | <ul style="list-style-type: none"> <li>a. Establish a partnership with US Tennis Association Pacific North West</li> <li>b. Host more international events and increase travel opportunities for Tennis BC High-Performance Players</li> <li>c. Increase cross-provincial camps and tournaments</li> </ul>   | <ul style="list-style-type: none"> <li>a. Organize yearly events through the partnership (target to be established based on 2024 baseline)</li> <li>b. Host 2 international events and participate in 8 travel opportunities</li> <li>c. Organize camps with all provinces in Canada</li> </ul>  |
| Sustain and increase tournaments and community leagues for all ages, accessible to communities across BC                        | <ul style="list-style-type: none"> <li>a. Increase yearly social tournaments and events with different play formats</li> <li>b. Expand Community Tennis Leagues (CTL)</li> <li>c. Grow the reach and profile of the Stanley Park Open</li> </ul>   | <ul style="list-style-type: none"> <li>a. Organize regular social tournaments (target to be established based on 2024 baseline)</li> <li>b. 10 CTL locations in the winter and 15 in the summer</li> <li>c. Sustained increase in participants and spectators</li> </ul>   |
| Increase recruitment of coaches and Community Tennis Play Assistants  | <ul style="list-style-type: none"> <li>a. Host Community Tennis Play Assistant training and certification events</li> <li>b. Regular recognition of coaches and Community Tennis Play Assistants on Tennis BC Channels</li> </ul>  | <ul style="list-style-type: none"> <li>a. 24 regional workshops across all 8 provincial goals</li> <li>b. 48 Recognized Community Tennis Play assistants with 50% progressing to full Instructor Certification</li> </ul>  |
| Identify and pursue sustainable and self-determined revenue sources that are independent from government and sport body funding | <ul style="list-style-type: none"> <li>a. Partner with Tennis Canada as a funder on piloting initiatives in BC</li> <li>b. Develop a commercial sponsorship strategy</li> <li>c. Determine and implement a rightsized approach to explore grants from sport and non-sport bodies aligned with Tennis BC Goals</li> </ul>   | <ul style="list-style-type: none"> <li>a. Establish 6 pilot programs funded by Tennis Canada</li> <li>b. Secure a commercial sponsor per Tennis BC Program</li> <li>c. Regular grant applications with organizations aligned with Tennis BC goals (target to be established based on 2024 baseline)</li> </ul>   |
| Establish municipal partnerships with best practices identified to support the growth of tennis in communities                  | <ul style="list-style-type: none"> <li>a. Deepen relationships with key stakeholders who can influence access to year-round facilities and courts</li> <li>b. Build a Tennis BC Playbook to leverage for Municipal Partnerships</li> <li>c. Map key municipalities where partnerships will make the most impact</li> </ul>   | <ul style="list-style-type: none"> <li>a. Establish formal partnerships with key stakeholders and manage a municipal partners database to regularly leverage</li> <li>b. Utilization of the playbook and successful partnerships linked to this</li> <li>c. 8 municipalities engaged through formal partnerships</li> </ul>  |
| Continue to operate Hubs with Excellence and access more facilities secured with Tennis BC as operators                         | <ul style="list-style-type: none"> <li>a. Expand public access to Tennis BC hubs to maximize revenue</li> <li>b. Upgrade Court Infrastructure</li> <li>c. Develop a strategy around the existing Hub Model for future expansion of Tennis BC as a facility operator</li> <li>d. Advocate for the eventual opening of the West Van Tennis Centre and be ready to assume operational responsibilities</li> </ul> | <ul style="list-style-type: none"> <li>a. Increased participation in Hub Programs (target to be established based on 2024 baseline)</li> <li>b. Standardize all facilities with branding, in-house live streaming, and court booking</li> <li>c. Establish facilities partnerships linked to the Hub Model strategy</li> <li>d. 95-100% operations capacity in terms of programs, bookings and events</li> </ul> |



## Stay in the Game: Community and Culture

**Foster tennis communities | Ensure positive tennis experiences | Promote development pathways and help advance players along them**

| Core Initiatives   | Tactics   | Success Measures by 2028   |
|--|---|--|
| <b>Grow the number of registered clubs with Tennis BC</b>  | a. Focus efforts on recruiting clubs that are not yet registered with Tennis BC   | a. Grow club membership base to 90   |
| <b>Increase regular engagement with existing member clubs</b>  | a. Further communicate the benefits of Tennis BC membership with existing registered member clubs   | a. Member benefit offering expanded and tailored to needs of member clubs (target to be established based on 2024 baseline)  |
| <b>Develop and Implement a fair play strategy to improve experiences in junior tournaments</b>   | a. Host parent and player education sessions and introduce mandatory modules geared towards improving tournament behaviour<br>b. Increase the number of certified and registered officials<br>c. Develop and implement a strategy for technology that helps increase visibility off the field of play | a. Results from an experiential survey geared towards parents and players (target to be established based on 2024 baseline)<br>b. 5 new officials on the rotation of tournaments<br>c. Increased adoption of best practices from technology strategy by member clubs (target to be established based on 2024 baseline)                   |
| <b>Develop Tennis BC into a leader among Provincial Sport Organizations (PSO) for Safe Sport</b>   | a. Implement Safe Sport practices and create case studies and forums to share best practices with other PSO's<br>b. Develop a strategy geared towards building Safe Sport capacity in coaches   | a. Establish a comprehensive Safe Sport Policy that addresses issues through an Independent Third Party and host regular knowledge-sharing sessions with PSO's in British Columbia<br>b. 80% Safe Sport compliancy by coaches  |
| <b>Develop Tennis BC into a leader in Diversity, Equity and Inclusion (DEI) and Gender Equity programming among Provincial Sport Organizations</b> | a. Develop a DEI and Gender Equity Strategy- including policy, procedures and advocacy<br>b. Expand existing community programming geared towards gender equity and women and girls<br>c. Establish a coaching recruitment strategy for more women as coaches   | a. A strategy to advance Diversity, Equity, and Inclusion (including Gender Equity) is established and implemented by Tennis BC<br>b. 24 events and a girls' league established to run semiannually<br>c. 24 women Community Tennis Play Assistants fully certified with at least half going on to pursue further coaching certification |



# Our Big Bets For Further Exploration In the Next 5 Years

For each pillar, we have identified a Big Bet which represents an initiative that if realized could bring meaningful change to our overall impact, but requires further exploration to confirm its feasibility. Accordingly, in the next 5 years, Tennis BC will explore these Big Bets to determine whether they should be pursued and, if so, how.

## Get into the Game: Try Tennis

### Host a Tennis Summit

Hosting a regional Tennis Summit to bring together leaders across all aspects of the delivery of the sport in the province to build community, train and educate, discuss key issues and opportunities, and facilitate knowledge share. This will result in deepened relationships, idea generation to fuel innovation, and a renewed sense of passion and pride for the entire tennis community.

## Build the Game: Capacity, Events and Performance Development

### Develop Open Events throughout the Province

While open events are already happening throughout the province, investing in and supporting these will help the organization forge meaningful partnerships with clubs in different markets and further raise the profile of these tournaments. Through developing open events, Tennis BC will also reach communities they have not engaged in the past and build relationships with stakeholders who can help grow the game at a grassroots level.

## Stay in the Game: Community and Culture

### Engage newcomers as coaches, officials, and volunteers

Engaging newcomers to be part of Tennis BC whether training as a coach or an official or getting involved as a volunteer, fosters a welcoming community for fast a growing demographic of people in the province. Newcomers bring diverse perspectives and inviting them to be part of the Tennis BC community in a significant way is a direct action toward ensuring the programs and events of the organization are inclusive of all.



# Enablers

These core enablers support progress across all Pillars towards achieving the goals of the organization:

|             | Technology Strategy  | Governance and Culture   | Operations   |
|-------------|--|--|--|
| Goal        | Leverage data to report on the impact of our work and strengthen our connection with the Tennis BC community   | Focus attention on specific areas of work and create a structure for board and staff to lead initiatives that fall within their areas of expertise and interest  | Safeguard the financial health and sustainability of Tennis BC and ensure operational excellence across all functions of the organization  |
| Key Actions | <ul style="list-style-type: none"><li>Develop a corresponding strategy for all data collected</li><li>Ensure databases of the organization are clean, well-maintained, and updated</li></ul> | <ul style="list-style-type: none"><li>Establish working committees to help steer decisions for key initiatives within Pillars and tackle selected identified risks</li><li>Encourage an open culture of collaboration, respect, inclusion, and partnership between TBC board, management and staff</li></ul> | <ul style="list-style-type: none"><li>Establish financial best practices that are operationalized as the standard for the organization</li><li>Continued improvement and implementation of proactive approaches to facilities management across all Tennis BC hubs</li></ul> |



# **Risk and Opportunity Register**

# Future planning of the organization should be guided by these risks and opportunities that are unique to British Columbia:

| Risks   |   |            | Opportunities   |   |                   |
|---|---|------------|---|---|-------------------|
| Risk  | Context   | Risk Level | Opportunity   | Context   | Opportunity Level |
| Pickleball  | Growth in popularity threatens public court infrastructure and attracting / retaining tennis players  | MEDIUM     | Recognition for TBC projects by Tennis Canada and other PSO's as best practice/case studies | TBC is at a unique position to pilot projects that lend to wider initiatives and at the same time build the profile of the organization. Diversity, Equity and Inclusion (DEI) and Safe Sport are two opportunities that were specifically named. | HIGH              |
| Inflationary impact on cost / potential recession | There is a financial cost associated with tennis and inflation as well as the threat of recession can be significant barriers of entry to try and stay in the sport | MEDIUM     | Growing immigration to British Columbia and the rest of Canada                              | As we strive to make tennis more accessible to diverse groups, newcomers to Canada are a market/audience we can explore and engage as members of our tennis community   | MEDIUM            |
| Housing   | The housing crisis in BC affects developing public courts as one can argue that land for this is better preserved for developing residential infrastructure         | LOW        | Tapping into star power in tennis, particularly in players from British Columbia            | We can leverage well-known tennis players, especially those from BC to help build the TBC brand and raise awareness on the work of the organization.  | MEDIUM            |
| Environment                                       | Addressing the environmental impacts of tennis, particularly the effects of Bubbles and the waste generated from events   | LOW        |   |   |                   |