



## 2007 – 2011 Strategic Plan

### Mission Statement

Tennis Newfoundland & Labrador is committed to growing and promoting the sport of tennis throughout Newfoundland and Labrador and to increase participation at levels consistent with the personal goals and aspirations of competitors in all age groups.

**Vision:** It is our vision to successfully promote and develop tennis as a lifelong activity at both the recreational and competitive level as well to become the leading provincial sport organization in NL.

### Core Values & Principles:

1. **Sensitive** and responsive to the current situation of Tennis Newfoundland & Labrador and clubs scattered throughout the vast geography of the province and the needs of the members of those clubs
2. **Supportive** of National, Provincial, and Municipal initiatives that promote healthy lifestyles, and to demonstrate that tennis offers an opportunity to assist in the maintenance of healthy lifestyles
3. **Proactive** in rebuilding tennis in regions throughout Newfoundland and Labrador by ensuring that coaches, volunteers, community groups are in place to assist with growing the sport and that athletes are given every opportunity to deliver their skills be it highly competitive or recreational
4. **Committed** to working in partnership with National, Provincial and local interests to encourage the general development of tennis and ensuring that high level talent is given every opportunity to develop
5. **Accountable** for the outcome and delivery of Tennis Newfoundland & Labrador's programs
6. **Professional** in its operations and implementing of its mandate
7. **Open** with its member clubs by maintaining a communications link with National and provincial organizations and to disseminate all information to local clubs and organizations to keep them involved and lessen their workload
8. **Responsible** to its member clubs in ensuring that their concerns and ideas are communicated to those in authority

### Strategic Directions: 5 Pillars of Success

These five pillars of success should be the core business areas we should focus on in the coming years:

- 1) Community Tennis Development
- 2) High Performance Development
- 3) Competitive Tennis Development
- 4) Technical Leadership Development
- 5) Resource Development

### ORGANIZATIONAL STRENGTHS

- ⇒ Board of Directors very committed to growing the game of tennis in NL
- ⇒ We have the best talent in Atlantic Canada U10 / U12 players
- ⇒ Very strong BTC program and growth of tennis in the smaller communities across the province
- ⇒ Partnerships being formed with major stakeholders such as: Greenbelt / Riverdale / TNL
- ⇒ Support for the strategic direction and overall makeup of Tennis NL from Tennis Canada, its club members and stakeholders
- ⇒ Website development (baseline) once fully implemented will be the key to organizational success and is easy to use

## **ORGANIZATIONAL WEAKNESSES**

- ⇒ Geographical location of the province makes it difficult for our players to travel and receive the same opportunities as others provinces
- ⇒ Distance for our athletes to travel within the province and abroad (cost to travel is very high compared to other parts of Canada)
- ⇒ Few certified coaches and officials makes it difficult to develop players
- ⇒ Small competitive base of talent makes it difficult to run larger draws (events may have to be combined)
- ⇒ Lack of database and knowledge regarding our website / programs / events
- ⇒ Very few opportunities, for re-grouping our top players (all ages and levels)
- ⇒ Tennis does not have a large presence in the local media
- ⇒ 1 staff member makes it difficult to grow the organization (things will take time as projects get developed)
- ⇒ No club / individual membership means less revenue for the association
- ⇒ The only province in Canada not to have tournament sanctioned fees, individual and club memberships
- ⇒ No awards or recognition projects currently in place

## **ORGANIZATIONAL OPPORTUNITIES**

- ⇒ Develop a strong U8 / U10 / U12 program which will grow the base of talent in NL
- ⇒ Develop more tennis tournaments and events in order to lessen the burden of the high costs of travel
- ⇒ Look at having a portion of our operating budget allocated towards provincial team travel / jr. nationals (we can subsidize as well as the government)
- ⇒ Develop more fundraising opportunities, sponsorships and revenue streams to sustain the organization in the future
- ⇒ Implement a club & individual membership (revenue stream)
- ⇒ Develop a school's tennis program as well as better programming (progressive tennis) at the club level U8 / U10 / U12
- ⇒ Commit resources to expanding our involvement at the grassroots levels (visiting the communities / board meetings / telephone & email communication)
- ⇒ Establish a e-magazine / newsletter (quarterly)
- ⇒ Develop a communication plan, marketing strategy as well as a database for our members
- ⇒ Develop a plan for having several competitive camps (U12 & Canada Games) & bring in Tennis Canada personnel
- ⇒ Develop an awards program (i.e., high performance awards, community awards, BTC of the Year, Service Awards)
- ⇒ Increase the # of sport science opportunities (fitness / psychological / nutrition, sport science)

## **ORGANIZATIONAL THREATS**

- ⇒ Distance and cost to travel makes it difficult for our players get better cause of lack of opportunities
- ⇒ Difficulties in changing the tennis culture (i.e., implementing a individual / club membership) might draw some criticism.
- ⇒ Long term organizational sustainability (solidify organizational revenue streams)
- ⇒ What happens when the current board changes (look to have very good candidates to fill outgoing positions on the board)
- ⇒ Lack of provincial / federal funding streams (what happens if we can't get a title sponsor or fundraise to the appropriate levels)
- ⇒ Regional disconnect / isolation from other ATA partners makes it difficult for NL to take part in all ATA events & services
- ⇒ Government cuts to sports and recreation

## **ORGANIZATIONAL KEY PRIORITIES (2007 - 2011)**

- 1) Organizational sustainability (Solidifying our revenue streams and growing our business) via fundraising and the Tennis Matters Campaign
- 2) To continue to grow the game of tennis province wide through our BTC program / Schools tennis and community clubs / associations / parks & recreation departments
- 3) To develop a high performance system in which players can be among the best in Canada
- 4) To design and implement a defined competitive pathway for NL players from grass roots to high performance
- 5) Develop an organizational marketing & communication plan
- 6) Coaching Education and Increase the number of key staff

## **Community Development Goals and Strategies:**

*To build a tennis development system that is accessible for all Newfoundlanders*

- 1. To strengthen the BTC Strategy at all levels at each BTC or graduate**
  - a. Key Strategies**
    - i. Provide quality education, mentoring and support to BTC Community Champions through regular training and communication.
    - ii. Promote and support the formation of CTAs for all BTCs.
    - iii. Assist CTAs in revenue generation.
    - iv. Develop a pathway that links BTCs to club and PTA systems especially Greenbelt Indoor Facility for year-round participation
    - v. Develop a strategy to recruit and retain females into the sport
- 2. To ensure LTAD-appropriate quality community programming**
  - i. Develop community team tennis and progressive tennis as a standard learning tool in BTC programming for U12
  - ii. Develop large base of entry level volunteers and instructors to deliver CTT and beginner programs
  - iii. Develop and implement strategies to integrate tennis into schools and Parks and Recreation programming
- 3. To support facilities and infrastructure campaigns at the local level through the National Facilities Committee, the ATA, and Tennis Matters**
  - i. Support local facilities advocacy campaigns
  - ii. Work with the National Facilities Committee, the ATA, and Tennis Matters to assess the need of facility improvement around the province
- 4. To increase Newfoundland public engagement and participation through a unified health and well-being campaign with the support of Tennis Canada**
  - i. Support the growth of Cardio-Tennis to increase player participation
  - ii. Support the Tennis Canada health and wellness campaign

## Community Development 4 Year Metrics

Key Measures	Baseline	2007/2008	2008/2009	2009/2010	2010/2011
<b>1. To strengthen the BTC Strategy at all levels at each BTC or graduate</b>					
# of funded and graduated BTCs	7	7	8	9	10
# of BTCs with effective CTAs	1	1	1	2	2
# of training opportunities for CCs	3	3	4	4	4
<b>2. To ensure LTAD-appropriate quality community programming</b>					
# BTCs offering CTT	2	2	4	5	7
# of schools adopting tennis curriculum	0	0	1	2	4
# of entry level instructors	30	35	40	45	45
# of TNL/Wilson rookie tour competitions	0	11	14	14	15
New Jr Participants	6174	5299	5000	5000	5200
New Adult Participants	550	852	1000	1100	1200
Returning Jrs	2400	3674	4000	4500	5000
Returning Adults	138	262	330	370	400
Try Activities	13	19	20	22	20
Learn/Play Activities	13	27	33	37	40
Play/Compete	13	16	20	22	24
<b>3. To support facilities and infrastructure campaigns at the local level through the National Facilities Committee, the ATA, and Tennis Matters</b>					
# of facilities upgraded	1	2	1	1	1
# of new indoor facilities in the pipeline	0	0	0	0	0
Total # of indoor courts	6	6	6	6	6
<b>4. To increase Newfoundland public engagement and participation through a unified health and well-being campaign with the support of Tennis Canada</b>					
# of BTCs/clubs offering cardio-tennis programs	0	1	2	3	5
# of new communities applying for funding	2	0	1	0	1

# High Performance Development Goals and Strategies

*To provide the opportunity for Newfoundlanders to compete nationally*

## **1. To deliver the Regional Training Center (U12 & U14) with excellence**

- i. To recruit and retain key staff and top players
- ii. To maximize opportunities for RTC players to compete out of province
- iii. To maximize participation and better results at Atlantics and Nationals

## **2. To develop better U8, U10 & U12 players**

- i. To improve coaching performance with progressive tennis
- ii. To provide U8 & U10 regroupings for the Provincial BTCs best players
- iii. To identify talented players for the U10 Provincial Program through various events
- iv. Maintain U12 Provincial Training Program

## **3. To deliver top player performance objectives**

- i. Provincial Training Program
- ii. Provide fitness training with the Provincial Program
- iii. Provide sports science training with the Provincial Program
- iv. Increase the training/travel commitment of our top athletes
- v. Improve player performances at Atlantics and Nationals

## **4. Canada Games Program**

- i. To identify a pool of players and implement the appropriate training and selection process

## High Performance 4 year metrics

Key Measures	Baseline	2007/2008	2008/2009	2009/2010	2010/2011
<b>1. To deliver the Regional Training Center (U12 &amp; U14) with excellence</b>					
# of players in the program	0	12	12	12	12
# of touring opportunities outside of Atlantic Canada	2	2	3	3	4
<b>2. To develop better U8, U10 &amp; U12 players</b>					
# of Progressive Tennis Seminars	0	0	1	1	1
# of U8 & U10 Regroupings	0	1	2-3	3	4
# of players in the U10 Program	0	4-8	8	8	12
# of players in the U12 Program	0	6	6	8	8
unique rookie tour competitors (U8)	20	30	40	50	60
unique rookie tour competitors (U10)	30	40	50	60	70
<b>3. To deliver top player performance objectives</b>					
# of players attending Indoor Atlantics	-	10	12	12	14
# of players attending outdoor Atlantics	-	20	20	22	24
# of players attending Indoor Nationals	-	0	4	4	4
# of players attending outdoor Nationals	-	5	9	9	10
Unique Top 3 Atlantic Finishes (Yearly)	-	12	13	13	15
Unique Top 20 National Finishes (Yearly)	1	1	1	2	2
<b>4. Canada Games Team</b>					
# of players in the U14 Provincial Program	0	6	8	8	8
# of players in the U18 Provincial Program	0	6	8	8	8

## **Competitive Development Goals and Strategies**

*To provide a competitive structure which gives players an opportunity to participate and compete at their desired level as well to provide a pathway for excellence.*

### **1. To improve the communication, organization and management of events**

- i. To improve the TNL website so that it is fully capable of online registration, collecting data, generating draws & scheduling events
- ii. To post tournaments and events from all clubs and BTCs on the website to promote travel and tournament participation
- iii. To increase the number of ranked competitors of all categories
- iv. To work with the ATA to develop an ATA yearly magazine

### **2. To enhance the community competitive structure and entry level tournaments that adhere to the tennis specific LTAD model**

- i. To introduce Team Tennis Leagues in BTCs, clubs and other parks & rec. department programs
- ii. Develop a provincial rookie tour circuit & format to be used across the province
- iii. To host 2.0 – 3.5 level tournaments for adults

### **3. To enhance the high performance competitive structure and ensure it adheres to the tennis specific LTAD model**

- i. To develop a consistent junior and adult open tournament schedule which includes regional and provincial events
- ii. To develop masters events (35+, 45+ etc) that include regional and provincial events
- iii. To promote the University Championships

## Competitive Development 4 year metrics

Key Measures	Baseline	2007/2008	2008/2009	2009/2010	2010/2011
<b>1. To improve communication, organization and management of events</b>					
# of BTCs/Clubs with events on website	1	2	5	8	9
# of magazines available to members	0	0	1	1	1
# of ranked competitors	n/a	96	150	250	350
<b>2. To enhance the community competitive structure and entry level tournaments that adhere to the tennis specific LTAD model</b>					
# of BTCs/Clubs hosting CTT	2	4	6	7	8
# of BTCs/Clubs hosting TNL/Wilson Rookie Tours	1	2	6	7	9
# of 2.0-3.5 Adult events	0	0-1	2	3	3
<b>3. To enhance the high performance competitive structure and ensure it adheres to the tennis specific LTAD model</b>					
# of NL Junior Open events (including Atlantics)	8	8	8	8	8
# of NL Adult Open events	2-3	2	4	4	4
# of NL Masters events (including Atlantics)	2	2	3	4	4

## Technical Leadership Development Goals and Strategies

*To lead the Atlantic region in the organization and education of coaches, players and officials by providing suitable opportunities for professional development*

### 1. To increase the number of professional development opportunities for coaches in Newfoundland

- i. Visits by Tennis NL for coaching development & technical leadership in the province
- ii. Visits by Tennis Canada for coaching development & technical leadership in the province

### 2. Course Certification

- i. # of instructor & coach 1 courses
- ii. To support coaches willing to travel to further their certification

### 3. Technical Resource Development

- i. To continue to educate the Province of the TPA, [www.tennisone.com](http://www.tennisone.com), and [www.tennisplayer.net](http://www.tennisplayer.net)
- ii. To increase the number of TPA registered members from NL

### 4. Officials Development

- i. To introduce an officials certification program in NL in order to certify officials
- ii. To offer opportunities for certified officials to work in events in NL

## Technical Leadership Development 4 year metrics

Key Measures	Baseline	2007/2008	2008/2009	2009/2010	2010/2011
1. To increase the number of professional development opportunities for coaches in Newfoundland					
# of visits by TNL per BTC	1	1	1	1-2	1-2
# of visits by Tennis Canada	4	6	6-8	6-8	6-8
2. Course Certification					
# of Instructor Courses	1	1-2	1	1	1
# of Coach 1 Courses	0	0	1	0	0
# of Coach 2/3 Pros	3	3	3	4	4
3. Resource Development					
# of TPA members from NL	20	20	25	30	35
4. Officials' Development					
# of official certification courses	0	0	1	0	0
# of certified officials	2	2	4	4	4

## Resource Development Goals and Strategies:

*To lead provincial sport development by exhibiting professional business practices, effective communication and marketing strategies in order to showcase the sport of tennis throughout the province*

### 1. Revenue Generation

- i. To develop a provincial fundraising strategy, in conjunction with Tennis Matters, which raises money for Tennis Development in NL and key tennis functions: schools program, tennis development, tours, facility development & circuit events
- ii. To continue to lobby government and Tennis Canada to increase funding for Tennis NL & its athletes (i.e, travel subsidies) and to improve bilateral funding (annual grants)
- iii. To investigate and develop a competitor and club membership system for TNL

### 2. Sponsors & Partnerships

- i. Develop and maintain strong, healthy partnerships with local business, government, members, sponsors and other stakeholders (i.e., Tennis Canada, Sport NL & ATA)

### 3. Communication Plan & Marketing Strategy

- i. To continue to increase the exposure of tennis through development and maintenance of positive relationships with the media (TV, radio & newspaper)
- ii. To continue to increase awareness and promote the TNL Brand (logo and website <http://www.tennisnl.ca>)
- iii. To publish TNL e-newsletter / magazines each year

### 4. Awards & Recognition Program

- i. To organize an annual awards banquet and re-institute the Hall of Fame to honor the achievements of our athletes, coaches, clubs & volunteers
- ii. To continue to work on the Tennis NL archives
- iii. To promote and honor past players through a recognition program and events (i.e. Tommy Williams Provincial Open)

### 5. Board & Committee Development

- i. To organize monthly TNL board meetings
- ii. Tennis NL will seek to establish working committees for: Fundraising, Tennis Development, Rankings / Competitive Development etc...
- iii. Tennis NL Board of Directors will seek to recruit new board members with expertise in the various committees established and will continue to serve the best interests of all tennis players in the province
- iv. To organize regional planning meetings or conference calls to discuss tennis development and TNL strategic directions

## Resource Development Metrics

Key Measures	Baseline	2007/2008	2008/2009	2009/2010	2010/2011
<b>1. Revenue Generation</b>					
Amount of funds raised for tennis development	n/a	n/a	\$10K - \$15K	\$10K - \$15K	\$15K - \$20K
# of individual members of TNL	n/a	n/a	200-300	300-400	400-500
# of club members of TNL	n/a	n/a	3-4	5-6	7-9
<b>2. Sponsors and Partnerships</b>					
# of Sponsors and Partners of TNL	4-5	5	5-6	6-7	8
# of developed initiatives with Tennis Canada etc	1	2	3	3	3
<b>3. Communication Plan and Marketing Strategy</b>					
# of tennis events reported on by media	-	-	20	25	30
# of e-newsletters/magazines published	1	1	1	1	1
<b>4. Awards and Recognition Program</b>					
# of players inducted into Hall of Fame	-	unsure	unsure	unsure	unsure
# of events held in honor of past/future players	-	1-2	2	2	2
<b>5. Board and Committee Development</b>					
# of TNL Board Meetings held	10	10	10	10	10
# of Regional Board Meetings held	0	0	1	2	2