

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 x<sup>w</sup>məθk<sup>w</sup>əy'əm (Musqueam), and səliiwətaʔ (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), x<sup>w</sup>məθk<sup>w</sup>əy'əm (Musqueam) and səliiwətaʔ (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.

# Table of Contents

Letter from Tennis BC's President and Executive Director	4
Process and Thank You	5 - 6
Purpose, Mission, Vision and Values	7
Strategic Plan Framework	8 - 10
Pillar Plans	11 - 14
Big Bets	15
Enablers	16



# 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.

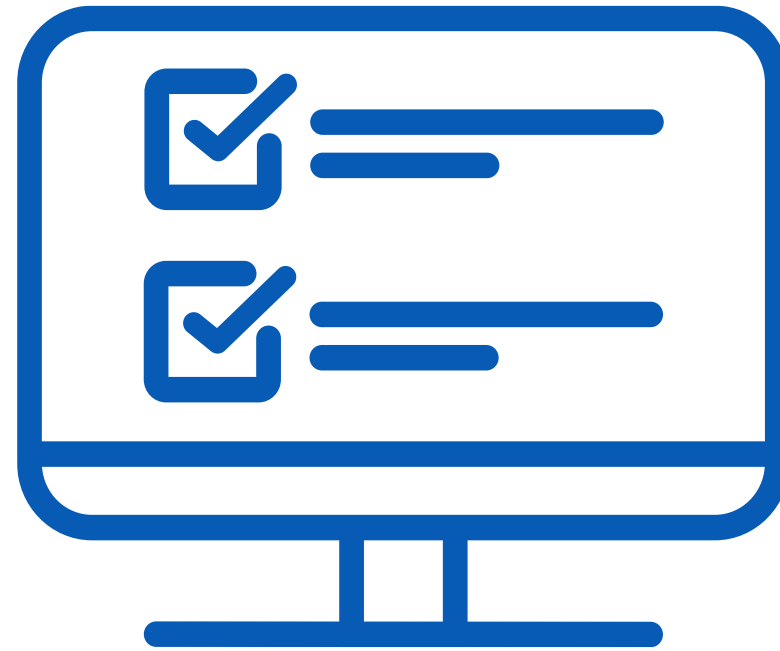
**JONATHAN WORNELL**  
EXECUTIVE DIRECTOR

# 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

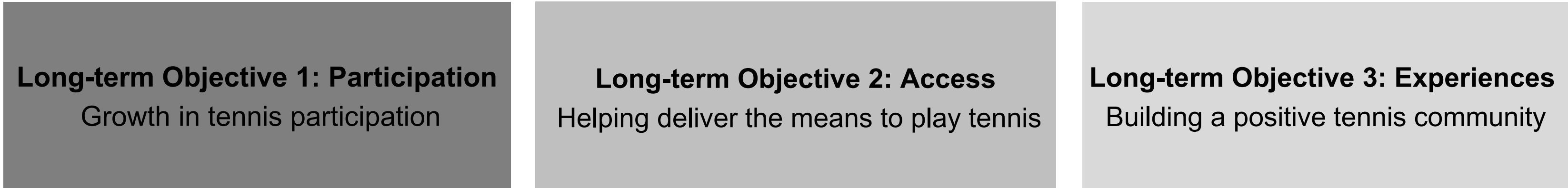
Leadership, Integrity, Excellence, Teamwork, Innovation

# Strategic Plan Framework



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

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



# Pillar Plans

# CORE INITIATIVES

## Get into the Game Try Tennis

Increase new participants in tennis  
Increase engagement in tennis

- Grow participation in *try tennis* events with a focus on youth tennis players in both organized and unorganized play
- Support the growth and development of communities of tennis fans across the province
- Build interest in tennis to attract future participants
- Build the brand image of Tennis BC and wider recognition of our initiatives

## Build the Game Capacity, Events and Performance Development

Increase access to courts  
Strengthen relationships with stakeholders  
Promote and grow tournaments and events

- Consistently grow registered individual members
- Expand opportunities for Tennis BC High-Performance players to play High-Performance players from other markets
- Sustain and increase tournaments and community leagues for all ages, accessible to communities across BC
- Increase recruitment of coaches and Community Tennis Play Assistants
- Identify and pursue sustainable and self-determined revenue sources that are independent from government and sport body funding
- Establish municipal partnerships with best practices identified to support the growth of tennis in communities
- Continue to operate Hubs with Excellence and access more facilities secured with Tennis BC as operators

## Stay in the Game Community and Culture

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

- Grow the number of registered clubs with Tennis BC
- Increase regular engagement with existing member clubs
- Develop and Implement a fair play strategy to improve experiences in junior tournaments
- Develop Tennis BC into a leader among Provincial Sport Organizations (PSO) for Safe Sport
- Develop Tennis BC into a leader in Diversity, Equity and Inclusion (DEI) and Gender Equity programming among Provincial Sport Organizations

# 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
<b>Goal</b>	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
<b>Key Actions</b>	<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>