



#GET
ON THE
COURT

**ONTARIO TENNIS
ASSOCIATION
STRATEGIC PLAN
2026 – 2030**



MISSION STATEMENT

Growing the game and building communities

VISION

To be a leading force within the tennis community, inspiring and empowering players of all ages and abilities to embrace the sport.

VALUES

1. Inclusion: We welcome individuals from all backgrounds, skill levels and abilities to participate in tennis and foster a supportive environment.
2. Excellence: We strive for continuous improvement in all aspects of the game, encouraging players to reach their personal best.
3. Integrity: We uphold the highest standards of fairness, honesty, and respect both on and off the court.
4. Community: We believe in building a strong and connected tennis community that celebrates diversity, collaboration, and mutual support.
5. Sportsmanship: We promote respect, discipline, and ethical behavior, cultivating a positive and respectful environment for players, coaches, and fans.
6. Innovation: We embrace creativity and forward-thinking in our programs, technology, and events to keep the sport dynamic and engaging.

GOALS

1. Increase tennis participation
2. Provide opportunities for all players to participate, compete, access coaching and improve at every skill level.
3. Build strong local tennis communities by supporting and promoting organized tennis across the province and fostering volunteerism.
4. Support accessibility to tennis by maximizing existing infrastructure and promoting new infrastructure opportunities and funding.



Internal use only:

STRATEGIC PLAN - KEY PERFORMANCE INDICATORS (2026-2030)

(input from committee and operations)

GOAL #1: INCREASE TENNIS PARTICIPATION**KPI 1.1: Growth in Overall Participation****Measure:** Annual percentage increase in overall participants**Target:** 7-9% annual growth in overall participation numbers**Method:** Track through club membership and program registrations**KPI 1.2: New Player Acquisition****Measure:** Number of first-time players introduced to tennis through OTA programs**Target:** 5% year-over-year growth**Method:** Track through school tennis programming and Girls Set Match registration data**KPI 1.3: Community Outreach Effectiveness****Measure:** Number of total events where OTA/member clubs have a presence**Target:** 75 community events annually across the province by 2030**Method:** Track event participation and collect engagement metrics

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(input from committee and operations)

GOAL #2: PROVIDE OPPORTUNITIES FOR ALL PLAYERS TO PARTICIPATE, COMPETE, ACCESS COACHING AND IMPROVE AT EVERY SKILL LEVEL**KPI 2.1: Competitive Structure Growth****Measure:** Number of competitive events and total participation**Target:** 15% increase in tournament offerings and participation by 2030**Method:** Tournament registration data and completion rates**KPI 2.2: Facility Partnership Development****Measure:** Number of new partnerships with facilities for tournaments and certification**Target:** 10 new facility partnerships by 2030**Method:** Track partnership agreements and facility usage rates**KPI 2.3: Fair Play****Measure:** Number of certified officials and increased officiating coverage/automated line calling at tournaments**Target:** 25% increase in certified officials by 2030; Implementation of officiating coverage at 25% of U12 & U14 events**Method:** Certification records and tournament assignment data**KPI 2.4: Safe Sport Implementation****Measure:** Percentage of stakeholders completing Safe Sport training**Target:** 100% of coaches and officials, certified by 2028**Method:** Training completion records and certification tracking**KPI 2.5: Coaching Development****Measure:** Number of certified tennis professionals in Ontario**Target:** 15% increase in active, TPA-certified professionals by 2030**Method:** Certification tracking, instructor retention rates, number of active TPA-certified professionals by year

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GOAL #3: BUILD STRONG LOCAL TENNIS COMMUNITIES BY SUPPORTING AND PROMOTING ORGANIZED TENNIS ACROSS THE PROVINCE AND FOSTERING VOLUNTEERISM**KPI 3.1: Member Club Growth****Measure:** Number of active OTA member clubs**Target:** 10% increase in member clubs by 2030**Method:** Membership records and annual renewal rates**KPI 3.2: Volunteer Recognition****Measure:** Number of volunteers recognized through awards programs**Target:** Recognition of volunteers from 30% of member clubs annually**Method:** Track nominations and awards presented**KPI 3.3: Technology Adoption Rate****Measure:** Percentage of clubs utilizing OTA-supported management tools**Target:** 50% of clubs using at least one recommended technology solution by 2030**Method:** Usage data for platforms like ClubSpark, League Planner, VR, etc.**KPI 3.4: Municipal/Provincial Relationship Development****Measure:** Number of active MP partnerships**Target:** Partnerships and/or Programs with 50 municipalities by 2030 funded by MP**Method:** Track formal relationships and joint initiatives**OPERATIONS - This initiative would require additional staff capacity, including the hiring of one Senior Manager with an annual salary of \$65,000.****KPI 3.5: Social Media Growth & Engagement****Measure:** Growth and engagement in social media**Target:** 25% annual increase in social media growth and engagement metrics**Method:** Analytics from all OTA social media platforms

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GOAL #4: SUPPORT ACCESSIBILITY TO TENNIS BY MAXIMIZING EXISTING INFRASTRUCTURE AND PROMOTING NEW INFRASTRUCTURE OPPORTUNITIES AND FUNDING**KPI 4.1: Infrastructure Investment****Measure:** Total funding secured for tennis facility development**Target:** \$120 million in infrastructure investment by 2030**Method:** Track funding commitments and project completions**KPI 4.2: Covered Court Initiative****Measure:** Number of new indoor/covered court facilities**Target:** 10 new covered court facilities by 2030**Method:** Track development of indoor and bubble facilities**KPI 4.3: Municipal Tennis Planning****Measure:** Number of municipalities with tennis in their recreation plans**Target:** 75 municipalities including tennis in recreation plans by 2030**Method:** Review of published municipal recreation plans**OPERATIONS - This initiative would require additional resources, including the hiring of one Senior Manager with salary of \$65,000.****ANNUAL REVIEW REQUIREMENT**

STRATEGIC PLAN & KEY PERFORMANCE INDICATORS TO BE REVIEWED ON AN ANNUAL BASIS BY EXECUTIVE COMMITTEE SO AS TO ADDRESS CURRENT BUSINESS ENVIRONMENT.