



Fredericton, New Brunswick
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tennisnb.ca

TENNIS NEW BRUNSWICK

2023-2026 STRATEGIC PLAN

Mission - Vision - Values



to lead the growth, development, and promotion of tennis in New Brunswick



to be the leader in providing inclusive, accessible opportunities that support health and well-being in our communities through tennis, a sport for life



inclusion, leadership, diversity, accountability, excellence, sustainability, integrity, respect

Strategic Areas of Focus:

01. Indoor Facility Development & Capacity Building
02. Player Development - Competitive & Recreational
03. Coach & Officials Development
04. Safe Sport, Inclusiveness, Diversity, Women in Sport
05. Organizational Strength & Structure

Indoor Facility Development & Capacity Building



Building indoor and staff capacity remain our #1 priority. This area of focus dovetails with Tennis Canada's strategic priorities.

A. Improve the tennis infrastructure to ensure all players have access to year-round tennis play.

B. Build staff capacity.



Increase capacity with new indoor tennis facilities:

- ✓ Promote and support any and all community-led indoor facility projects with emphasis on our two major markets, Moncton region and Saint John region.
 - ✓ Provide pre-capital funding support as resources permit.
 - ✓ Create and assist with financial models, operational systems, and programming outlines.
 - ✓ Share project details from successful initiatives across the country and provide examples of best practices.
- Break ground on at least one project in the next four years.

Build staff capacity:

- ✓ Assess current staff requirements and detail roles and responsibilities for each staff asset.
- ✓ Determine needs based on assessment and develop position description for an additional staff asset.
- ✓ Conduct appropriate search for a candidate who meets the needs of the organization with bilingualism as a requirement.
- ✓ Consider future needs of a new indoor facility and potential staffing support from Tennis NB in partnership with the local organization.

Player Development - Competitive & Recreational



A. Attract, engage and retain new generations of diverse players.

B. Inspire and facilitate excellence for all players with a special emphasis on junior athletes.

C. Program development and alignment with Tennis Canada.

Promote and support competitive and social opportunities for all players at the club and regional levels:

- ✔ Provide support and promote the expansion of leagues at the regional level.
- ✔ Promote the development of regional competition (e.g. tournaments, round robins, team tennis at the club, inter-club or regional levels).
- ✔ Identify underserved areas and provide support and education.
- ✔ Encourage clubs and associations to run ladies-only house leagues, singles/doubles tournaments and social round-robins.

Maintain an active competitive structure at the provincial level:

- ✔ Manage Provincial Championships for all Junior and Adult categories.
- ✔ Establish the outdoor and indoor schedule well in advance of each season in order to maximize participation.
- ✔ Promote, support and expand entry-level competitions (e.g. Rogers Rookie tour, ROG Events, Kid's Team Tennis League) and Provincial Junior/Open/Masters circuit events.
- ✔ Lobby facilities to ensure court availability for Junior and Adult Provincials.

Promote player development:

- ✔ Manage existing Provincial pathway programs with assistance from Tennis Canada – Under 8, Under 10, Under 12.
- ✔ Provide player re-groupings at the club and regional level to assist partners with the development of appropriate programming for both juniors and adults to inspire players to progress.
- ✔ Maximize use of a wide variety of provincial facilities to develop top New Brunswick players.

Maintain an effective ranking system for all registered players in New Brunswick:

- ✔ Evolve, manage and maintain the VR tournament management system.
- ✔ Integrate the WTN (World Tennis Number) into the competitive structure in partnership with Tennis Canada.

Coach & Officials Development



A. Improve the player experience by providing training for coaches, officials, and tennis providers.

B. Promote certification of all individuals involved with program delivery.

Encourage enthusiasts to become TPA-certified instructors and officials:

- ✓ Recruit, certify and upgrade tennis instructors.
- ✓ Deliver introductory-level instructor courses and Club Pro 1 courses.
- ✓ Work with Tennis Canada to recruit officials, influence instructor-level course curriculum to include more adult based and member retention focused content.
- ✓ Increase the number of female instructors and officials in the province.

Provide professional development opportunities and club leader oriented training:

- ✓ Re-group active club instructors by providing regional workshops each spring.
- ✓ Continue to emphasize and promote safe sport and certification for all instructors involved with programming.
- ✓ Provide safe sport training to club leaders and provide information and resources regarding the importance of hiring TPA certified staff.

Explore alternative options to standard certification:

- ✓ Promote and deliver mini coaching modules to support smaller regions with basic training for entry-level coaches, school coaches, volunteer coaches, youth program coaches and special needs coaches.
- ✓ Ensure safe sport training is included in all modified professional development options.
- ✓ Work with partner organizations to deliver at the regional level.

Safe Sport, Inclusiveness, Diversity, Women in Sport



A. Collaborate with partners to improve the tennis ecosystem.

B. Improve, develop and update policies.

Promote and update safe sport suite of policies in partnership with GNB, Sport NB, and Tennis Canada:

- ✓ Review and update current safe sport policies and update code of conduct.
- ✓ Implement Respect in Sport module for parents of junior players participating in sanctioned tournaments.
- ✓ Implement third party complaints management system in partnership with Sport NB and/or Tennis Canada.

Promote safe sport training requirements to member clubs boards, coaches and Tennis NB staff/board:

- ✓ Educate club leaders on the importance of safe sport and the benefits for them as volunteers in the sport system.
- ✓ Work with clubs and the TPA to ensure that all instructors/coaches maintain active certified status which includes safe sport requirements.
- ✓ Provide support through club workshops and providing relative information to ensure a safe environment for all participants.

Develop and/or update appropriate policies to support the social ecosystem in our organization and the sport of tennis:

- ✓ Collaborative with partners to establish policies specific to today's society to address any and all barriers to inclusion, supports gender equity, and encourages participation in tennis as a sport for all/for life.
- ✓ Promote the diversity of our sport.
- ✓ Implement a national Transgender Athlete Participation policy in partnership with Tennis Canada.

Organization Strength & Structure



A. Improve current organizational structure, governance, and processes.

B. Recruit and train new volunteers to help lead Tennis NB over the next four years.

Review, assess, and update current board governance structure:

- ✓ Perform review of constitution and bylaws and propose amendments with updates to modernize Tennis NB governance.
- ✓ Integrate regular evaluation of organizational process.
- ✓ Conduct regular reviews on effectiveness of the association and alignment with strategic plan.
- ✓ Add regional reps to Tennis NB executive board.

Develop committee structure to include nominations, governance, and finance:

- ✓ Establish better structured committee governance with terms of reference outlining purpose and authority.
- ✓ Recruit skill-based volunteer committee chairs and committee members as needed.
- ✓ Enhance structure following current best practices for not-for-profit sport organizations.

Maintain strength of organizational operations with regular reviews and oversight:

- ✓ Continue to operate efficiently and effectively to build capacity to manage expected growth over the next four years.
- ✓ Assess provincial program offerings and enhance to meet demands.
- ✓ Strengthen position as best event host in the region and continue to provide positive experiences for all participants.
- ✓ Develop alternate opportunities as needed to ensure Tennis NB is inclusive and welcoming to all people of New Brunswick.