

2023 ANNUAL REPORT



*Liam Draxl, Canada
2023 Calgary National Bank Challenger
Champion*



*Sabine Lisicki, Germany
2023 Calgary National Bank Challenger
Champion*



OSTEN & VICTOR Alberta Tennis Centre
295 90th Avenue SE Calgary, AB, T2J 0A1
www.albertatenniscentre.ca

ACKNOWLEDGMENTS

The OSTEN & VICTOR Alberta Tennis Centre would like to thank our donors, members, program participants, as well as funding supporters and partners, for their continued support of our Tennis Centre.

We would especially like to thank the Province of Alberta, City of Calgary, Parks Foundation of Calgary, Rogers Communications, National Bank, Tourism Calgary, Tennis Alberta and Tennis Canada for their direct support of our Tennis Centre and the Calgary National Bank Challenger. Without their support, none of our success would be realized.



Contact

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IN MEMORY OF BUDDY VICTOR

AUG 9, 1930 — AUG 4, 2023



Earlier this year, Buddy Victor peacefully passed away at the age of 92, just days before his 93rd birthday. Buddy Victor was one of our founding donors and he is survived by his longtime partner, Al Osten, who stood by his side throughout their remarkable journey.

Born in Brooklyn, New York, Buddy Victor was a distinguished graduate of Boys High School, where he earned the title of valedictorian. He ventured into a successful solo singing career and later joined the renowned doo-wop group, the Rover Boys, in 1957. The Rover Boys achieved chart-topping success with their hit song, "Graduation Day," and went on to captivate audiences on prestigious stages, including the Tonight Show at Radio City Music Hall, opening for Tony Bennett in Atlantic City, and

appearing on Dick Clark's American Bandstand. Their talent even graced the Las Vegas strip, and they played a pivotal role in discovering the legendary Canadian singer, Paul Anka.

In 1967, Buddy and Al seized a promising business opportunity by investing in Weight Watchers. They acquired both the Alberta and Saskatchewan franchises, eventually selling the business in 2013. Their prosperity enabled them to support numerous charitable organizations, including Pilgrims Hospice, the Art Gallery of Alberta, the Victor-Osten Foundation, Alzheimer's Society in Edmonton, the OSTEN & VICTOR Alberta Tennis Centre, Theatre Calgary, and the Osten-Victor Foundation in Calgary.

Remarkably, despite having no prior connection to tennis, Al Osten and Buddy Victor made a transformative contribution to the OSTEN & VICTOR Alberta Tennis Centre in Calgary. Their generosity paved the way for its construction, transforming it into a crown jewel of Canadian Tennis, serving 45,000 Albertans annually and hosting prestigious sporting events, including the Calgary National Bank Challenger. In 2017, the Centre received Tennis Canada's Facility Excellence Award, solidifying its status as Canada's premier year-round tennis

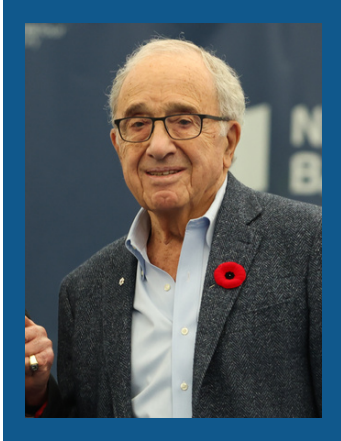
facility. We extend our deepest condolences to Al Osten, Buddy's friends, and family. Buddy Victor's legacy of philanthropy and dedication to Alberta will forever be remembered. We will dearly miss him, and his memory was honoured with a plaque presented to his partner Al Osten along side ATC CEO Danny Da Costa and Founder Ron Ghitter during the 2023 Calgary National Bank Challenger hosted by the OSTEN & VICTOR Alberta Tennis Centre.



Scan here to listen to more songs by The Rover Boys on YouTube



MESSAGE FROM OUR FOUNDER, PAST-CHAIR



Dear Member, Program Participant and Stakeholder,

In late 2023, I announced that I would retire from my role as Chair of the Board (I will remain actively involved as a Director) of our non-profit, community-based OSTEN & VICTOR Alberta Tennis Centre. My heart is full of gratitude for the support and encouragement I have received over the past ten years from our committed volunteer Board of Directors, our superbly talented CEO, Danny Da Costa and his talented tennis professional and dedicated team of employees.

The financial support of my dear friends Al Osten and Buddy Victor (now sadly deceased), the Province of Alberta, Tennis Canada, the Calgary Parks Foundation and so many individual donors all of whom found a way to fund a project cost of nearly ten million dollars in 2015. The support of the City of

Calgary in leasing the Acadia lands to us was instrumental in bringing this project into fruition. Lastly, but of immense significance, the support we have and continue to receive, from our membership and the enthusiastic tennis community. As evident by this year's report, thousands of players of all ages are enjoying, learning and excelling in the sport of tennis in Calgary, annually.

We have travelled well beyond the dreams and visions of our founders who started with an idea that proudly, and humbly, created the finest tennis centre of its kind in Canada. Our tennis centre is now known across Canada and internationally. Many of the top players in the world have come to experience and enjoy the ATC through our Calgary National Bank Challenger event.

But there is more to come. The demand for our court time is seemingly insatiable as Calgarians have embraced what we provide. To meet this demand, we must grow. We are hopeful that the City of Calgary will lease further adjacent lands to us so we can meet the demands placed upon us. Once the lands are provided, we will continue to grow our facility and its impact on the growth of tennis in the Province and country.

I am thrilled to turn the Chairmanship of the OSTEN & VICTOR Alberta Tennis Centre to Al Fowler, my friend of many years (and at one time my doubles partner until his talents on the court grew well beyond my capabilities). Al has been instrumental in the development of the Centre from the very start. He brings many talents to the board, as an experienced businessperson with strong accounting and corporate backgrounds. But above all he loves tennis and takes great pride in the growth of our Centre.

It has been an absolute privilege of mine to be involved in this undertaking from its inception, and I feel blessed to have the opportunity to see the OSTEN & VICTOR Alberta Tennis Centre grow from an idea into one of Canada's leading tennis facilities. I look forward to the continued evolution of our organization, now and in the future.

Sincerely,

Ron Ghitter, C.M.
Chair, Board of Directors
OSTEN & VICTOR Alberta Tennis Centre

MESSAGE FROM OUR NEW BOARD CHAIR



Dear Members, Program Participants, Board Members, Staff & Stakeholders;

The Osten & Victor Alberta Tennis Centre is an absolutely amazing place in which I have had the distinct privilege to have been a part of since it existed as a dream only. Approximately 2009, Ron Ghitter invited I and a few long-time tennis pals to have monthly lunches to envision and try to bring to reality a non-profit publicly-available major indoor tennis facility to the City of Calgary. Clearly it was a bold vision which would be exceptionally challenging to bring to reality.

Over a period of about three years, under Ron's unwavering leadership and vision, the essential building blocks were assembled one by one: conceptual design, a viable land location, significant donations from scores of individuals, provincial funding, City council approval, Tennis Canada support, construction, staffing and finally grand opening on May 15, 2016. It was an incredible accomplishment due entirely to the passion and total commitment of many dedicated individuals including founders, donors, staff, the City of Calgary, the Province of Alberta and Tennis Canada.

Since its opening, ATC has overachieved on every metric, thanks to the incredible team that came together. Indeed, it is viewed across the country as the finest model of how to create a successful major tennis facility. ATC's CEO Danny Da Costa has done a superlative job in leading ATC since its very first day. I have had the opportunity to benefit from much feedback from many ATC staff, ATC members, Canadian tennis leaders and touring ATP pros. ATC is universally viewed as an incredible facility which provides world-class tennis opportunities to all its patrons. The staff of ATC repeatedly signal to me the exceptionally positive culture that has been instilled in ATC. Due to Danny's leadership and the incredible dedication and spirit of his team, ATC has brought to reality amazing initiatives to broaden the sport including schools introductory tennis, high-performance junior tennis, women's participation in tennis, tennis to disadvantaged people, wheelchair tennis, provincial tennis competitions and professional world-calibre tennis competitions.

I am honored and humbled to be chosen by ATC's Board to succeed Ron as Chair. My primary objective as Chair will be to work closely with this great team to sustain and build on ATC's incredible success, with a particular focus on sustaining and enhancing ATC's wonderful culture, can-do spirit and excitement of being a part of a really special vision for tennis in the City of Calgary and Province of Alberta.

Finally, I wish to give immense thanks to Ron Ghitter who has been my exceptional mentor and dear friend for decades. I am in awe of his achievements, leadership, courage, dedication and fairness to all. He is a total inspiration to everyone at ATC and I find it daunting to follow his lead into the Chairman role.

I look to ATC's future with much excitement and relish the opportunities to advance the sport of tennis in the Province of Alberta.

Sincerely,

Al Fowler
Chair, Board of Directors
OSTEN & VICTOR Alberta Tennis Centre

MESSAGE FROM OUR CEO

Dear Members, Program Participants & Stakeholders;

I want to take this opportunity to thank our members, program participants and key stakeholders for another outstanding year of tennis at the OSTEN & VICTOR Alberta Tennis Centre (ATC). We celebrated our 7th year of operation in 2023, and as our organization continues to mature, so does our impact and investment on the tennis community in Alberta and across Canada.

ATC continues to be one of Canada's leading tennis facilities. The completion of our first phase of our Facility Master Plan (covered court project) in the fall of 2022, allowed the ATC to achieve continued growth and record number of program participants, members, and overall facility users. Negotiations with the City of Calgary continue to acquire adjacent lands to the south of the facility to complete the next phase of our development (the community park). It is our hope that the ATC can acquire the land in 2024 and begin construction on the next phase of our development.

In 2023, the ATC continued to prioritize Diversity, Equity, and Inclusion strategies, with several activities held. In August, the ATC made a historic announcement by offering paid hospitality for women's participants at the Calgary National Bank Challenger. In doing so, the Challenger became the first W60 International event in Canada to offer paid hospitality for female players, thereby reducing the equity gap that exists between women and men's tennis. The ATC continued to host SHE CAN PLAY Girls Tennis & Leadership Camps in 2023, introducing nearly 200 women and girls from Calgary's under serviced communities to tennis. The ATC also hosted a women in coaching workshop with 23 female coaches taking part across Alberta and hosted a women and girls tennis event during the Challenger event that featured 50 women and girls.

As our organization continues to grow, so does our team at the ATC. Our team grew by another 10% in the past year and now consists of 55 full-and-part time employees, contractors, and seasonal staff. We are proud to report that the ATC Team is nearly gender balanced, with females making up 49% of all employees. Females also make up 50% of our management & leadership team. The ATC is one of the largest employers of tennis professionals in Canada.

The Calgary National Bank Challenger returned for its 4th edition in 2023. The ATC delivered another world class event for the tennis and business community in Alberta. The event continues to be a very popular and well-attended event, our 2023 event saw a record 13,112 attendees, representing 22% growth, year-over-year. The Challenger generated \$3.66 million dollars in economic impact (up14%) for the local and provincial economies, making it one of the top emerging sporting events in Alberta. The Challenger has truly become an Alberta inspired event with 90% of the event's partners having offices in Alberta. This year's Challenger was highlighted by 7 former Top 50 players, including former Wimbledon Singles Finalist Sabine Lisicki of Germany, who captured the women's title. Rising Canadian star Liam Draxl won the men's event. 4 Alberta players also participated, including ATC member Alexia Jacobs who reached the Round of 16 in singles and quarterfinals of doubles. To learn more about this year's event, [click here](#).



MESSAGE FROM OUR CEO

A major focus for our team has been to exceed the expectations of our members and program participants, by improving both the member and player experience at the ATC. In 2023, the ATC launched a new Member Rewards Program which provides redeemable benefits to our members based on a player's activity and dollars spent. The ATC began work on its new website in 2023 and will roll-out the new site in early 2024. The ATC also invests in the development of our team, with many of our tennis professionals upgrading their Tennis Canada certification. The ATC is also recognized by Tennis Canada for meeting its safe sport requirements. As we move into 2024, our management is fully committed to make both the playing and work experience exceptional. Our goal remains to ensure the ATC is Canada's best tennis facility employer.

Partnering with over 20 community groups in the province, our management team continues to support community development throughout the province. The ATC continues to support tennis-related charitable causes, community outreach tennis programming and tennis development generally in Alberta. In 2023, we delivered tennis to over 5,000 students as part of our School Tennis Program. We also held Wheelchair Tennis Programs, hosted national and international events and hosted professional development opportunities for coaches in the province.

I want to take this opportunity to thank our wonderful Board of Directors, members and program participants who continue to be incredibly supportive of our Centre. I want to personally thank our founder, Ron Ghitter who is stepping down as Board Chair effective January 1st, 2024. Ron is a pillar of our community; he has been a tremendous role model and mentor to me and our entire team. We are very excited to have Al Fowler as our new board chair. Al has tremendous experience at the board level and is a passionate fan of tennis. We look forward to working with him and the entire board in 2024 to continue to deliver our organization's vision and mission.

Finally, I also want to recognize our entire team for all their hard work and contributions this past year. We could not achieve the level of success we enjoy without their hard work, dedication, and leadership. Our team lives and breathes the vision and mission of our tennis centre, and I could not be prouder of our team for continuing to make the ATC one of Canada's top tennis facilities.

Over the past 7 years, we have built an incredible organization that has continued to exceed expectations and deliver world-class experiences and events for our members and the tennis community in Alberta. As we approach year 8 of our existence, we are well positioned to continue to improve tennis in the province by expanding our facility and programs, while delivering more public access and opportunities to enjoy the sport.

We look forward to seeing you on the courts in 2024!

Sincerely,

Danny Da Costa
Chief Executive Officer
OSTEN & VICTOR Alberta Tennis Centre

ALBERTA TENNIS CENTRE AT A GLANCE

The OSTEN & VICTOR Alberta Tennis Centre is a world class state-of-the-art, fully accessible tennis centre utilizing the best tennis court & lighting technology. The Centre has been built to national and international specifications and regularly hosts provincial, national and international tennis competitions. The Centre was awarded Tennis Canada's Facility of the Year award in 2017, in the Centre's first full year of operation. The Centre also hosts the Calgary National Bank Challenger (Men's & Women's combined event), held annually.

Facilities

- 71,000 square ft. state-of-the-art tennis & fitness centre on 4.24 acres
- 13 indoor (permanent structure) tennis courts (5 courts located in the bubble)
- 850 square ft. fitness facility
- Food service/café located upstairs in the Rogers Lounge
- Men's & Women's locker rooms with shower facilities
- Pro-shop services and products
- 2 Playsight technology courts
- Administrative offices

Honours

- Tennis Canada Facility Excellence Award - Facility of the Year Award 2017
- 5 Tennis Canada Distinguished Service Award Recipients - Hans Maciej (2005), Ron Ghitter (2016), Glen Scott (2016), Danny Da Costa (2021) and Patrick Thomas (2021)
- Danny Da Costa was awarded Queen Elizabeth Platinum Jubilee Medal by the Province of Alberta (2022)
- Nick Coutts was awarded the Tennis Canada Club Professional of the Year Award (2022)
- ATC Chair, Ron Ghitter was inducted into the Canadian Tennis Hall of Fame - Builder Category (2022) and also received the Order of Canada award



ATC VISION, MISSION, & VALUES



Our Vision

"To be the best community-based Tennis Development Centre in Canada."



Our Mission

"We will be a vibrant community hub, inspiring players to enjoy tennis and develop at all levels as a healthy sport for life."



Our Values

Family oriented, friendly, inclusive, ethical, progressive, state-of-the-art, holistic, service-oriented, honourable, learner centred, pride, youth-focused, and benevolent.



MEET OUR TEAM

Board of Directors

Al Fowler, Chair

Ron Ghitter, Past Chair & Director

Wendy Ng, Vice-chair & Treasurer

Mike Smith, Director

Derrick Rowe, Director

Jason Balakas, Director

Steve Kirk, Director

Leadership & Management Team

Danny Da Costa, Chief Executive Officer

Nick Coutts, Tennis Director

Sila Huang, Manager of Club Administration

Kara Noel, Membership & Marketing Manager

Luka Gokadze, Member Services Assistant Manager

Kelsey Rowe, Marketing & Events Coordinator

Adam Bond, Assistant Tennis Director

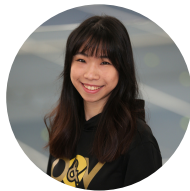
Diana Jacobs, Head of Junior Competitive Tennis & Events

Suzana Cavalcante, Head of Junior Development

Sixto Solomon, Maintenance Manager

Marc Colangeli, Head of High Performance

Myla Kindoop-Stene - Accountant (external)



Team Members

Member Services Team: Brooklynn Magdy, Iva Todeva, Asia Ongjoco, Pearl Hunt, Barbie Jean, Kirsten Walker, Eloisa Ocsan, Nyah Lacey, Tingting Xiang, Kateryna Tymets, Orion Lebrecht

Janitorial & Maintenance Team: Sixto Solomon, Albe Hubajib, Recar Ejoc, Jipsy Guntan,

Tennis Professional Team (full-time): Nick Coutts, Adam Bond, Diana Jacobs, Suzana Cavalcante, Lena Tsybouk, Luis Reyes, Roberto Vicentini, Lucas Noguera, Marc Colangeli, Marin Cens, Toni Klaric, Yurii Kushnir, Alec Morariu, Steven Chavez, Richard Cooper, Quentin Maille, Rodrigo Raimondo.

Tennis Professional Team (part-time and/or seasonal): Shane Nicholls, Rahul Duggi, Andrew Ochotta, Dana Pallesen, Adrian Jugovic, Mihir Chitre, Brandon Lin, Jane Crowshaw, Yasmin Mansouri, Tamara Jovic, Pearl Hunt, Irada Guseinova, Yanozie Amadike, Alex Vukovic, Kiyon Nayeri, Viktoria Romaniuk, Oleh Kuzemchak

Athletic Development Team: Lena Tsybouk, Angelina Claughton, Quentin Maille

Stringing Team: Brian Sholom, Adrian Jugovic, Oleh Kuzemchak, Sila Huang

HUMAN RESOURCES & PERSONNEL

OSTEN & VICTOR Alberta Tennis Centre continued to grow in 2023, and so did our team! ATC continues to be a leader in diversity, inclusion and equity in the workplace amongst tennis clubs in Canada. Here are some highlights and achievements from our team over the past year:

Human Resources & Personnel

- ATC Team grew by 10% and now has 55 full-time, part-time, contractors and seasonal team members
- **50%** of our leadership and program management team is comprised of women
- **26%** of our coaching team is comprised of females; overall **49%** of our workforce is female
- ATC Team has over **450 years of professional work experience**
- ATC Team speaks 20 different languages, making it one of the most diverse clubs in Canada
- **72%** of our ATC Team hold a Post-Secondary Degree (university or college)

New Hires & Promotions

- Kelsey Rowe was hired as Marketing & Events Coordinator, taking over for Kara Noel who was on maternity leave
- ATC hired **11** new tennis professionals: Richard Cooper, Steven Chavez, Quentin Maille, Irada Guseinova, Oleh Kuzemchak, Pearl Hunt, Tamara Jovic, Yanozie Amadike, Alex Vukovic, Kiyan Nayeri, Viktoria Romaniuk

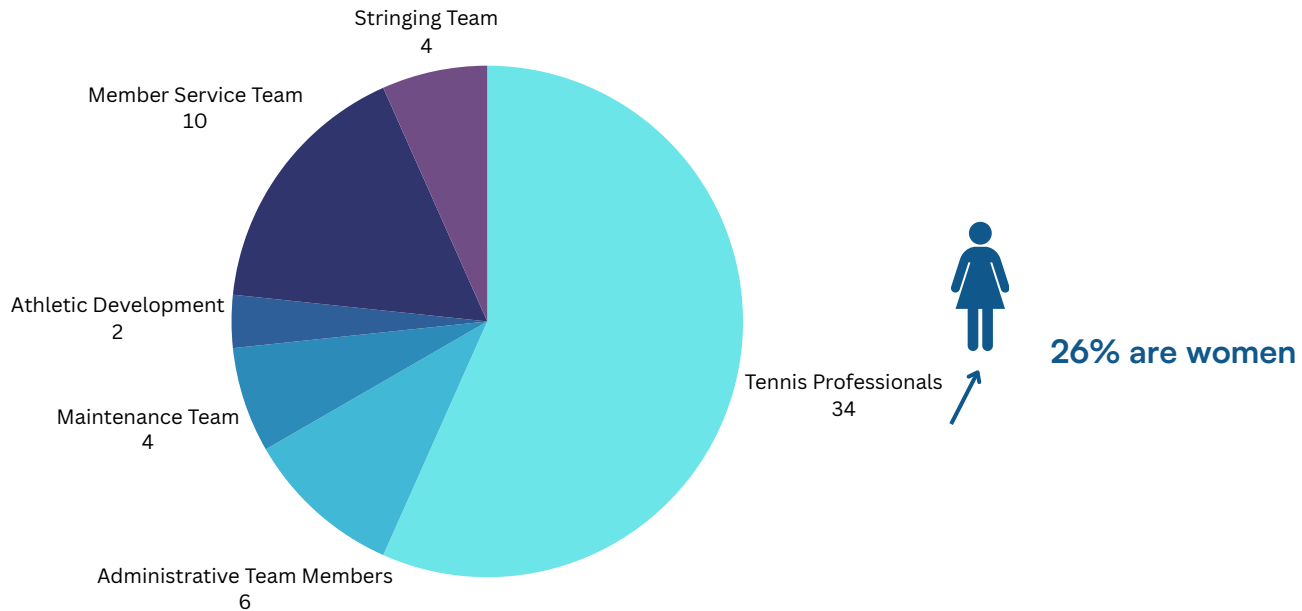
Diversity, Equity & Inclusion Workshops

- ATC hosted a woman's only coaching workshop in November featuring **23** female coaches in the province
- ATC has provided mentorship opportunities to **44** young women as part of our SHE CAN PLAY Girls Tennis & Leadership Program with over the past year.

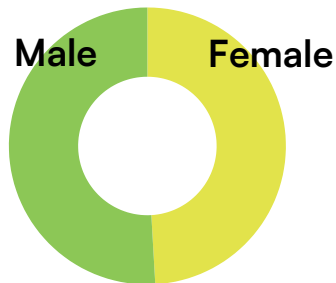


OUR TEAM AT THE ATC

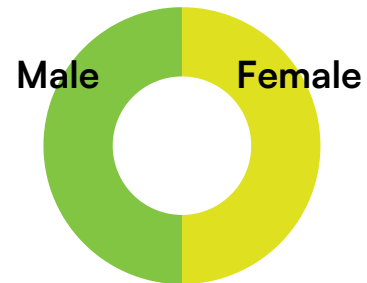
55 Full-time, Part-time, Contractors & Seasonal Team Members



Females make up 49% of our entire workforce



Females make up 50% of our management team



Team growth in 2022



Our team members speak 20 different languages!



- 3 new Full Time Tennis and 8 Part Time Tennis Professionals hired
- 11 female employees hired in 2023

2023 YEAR IN REVIEW

1st Quarter (Q1)

- ATC hosts SHE CAN PLAY Girls Tennis Camp with 85 women and girls participating.
- ATC plans a series of activities to promote International Women's Day (week-long)
- ATC unveils two new membership categories: Snowbird Membership & Young Adult Membership
- ATC Junior Player becomes first ATC junior player to achieve a WTA World Ranking.
- Tennis Canada unveils new format for U12 Nationals. The ATC successfully hosts the event and achieves the highest indoor Jr. Nationals rating in Canada for hosting.
- ATC Junior Player Matthew Popa finishes 2nd at the U12 Nationals Singles & Doubles

2nd Quarter (Q2)

- ATC hosts YONEX ITF Senior Event (international senior event); 11 ATC members reached the finals or won titles at the event.
- ATC hosts YONEX ITF Junior Event (international junior event). ATC junior player Alexia Jacobs captures singles & doubles titles.
- ATC announces the appointment of Derrick Rowe to the Board. Rowe was past board chair of Tennis Canada.
- ATC hires Kelsey Rowe as Marketing & Events Coordinator, replacing Kara Noel on maternity leave.
- ATC launches Member Rewards Program which rewards members based on players activity and dollars spent
- ATC named finalist for the Canadian Sport Tourism Awards "Sponsorship Initiative Award" becoming the first tennis event in Canada to be recognized

3rd Quarter (Q3)

- ATC financially supports the Calgary Tennis Club "Thomas/Wearmouth Memorial Tennis Tournament" with a \$5,000 donation to support mental health
- ATC announces historic investment in Canadian Tennis, becoming the first W60 event in Canada to offer paid hospitality for women's players at the Calgary National Bank Challenger.
- ATC completes its court resurfacing project in August.
- ATC continues to provide financial assistance to Ukrainian tennis families who fled the war to participate in ATC club programming
- Friends of Ron Ghitter Fund & ATC financially support ATC coaches to travel to Canadian Junior Nationals to support ATC players
- ATC announces the passing of founding donor Buddy Victor

4th Quarter (Q4)

- ATC U10 Next Gen Team captured Western Canadian U10 Team Championship
- ATC hosts club championships with 208 players competing (record).
- ATC announces former Top 50 players Sabine Lisicki, Ursula Radwanska, Benoit Paire, Dominik Keeper, Joao Sousa, Vasek Pospisil and James Duckworth as competitors at the Calgary National Bank Challenger
- Calgary National Bank Challenger is held November 5 — 12, 2023; event generates \$3.66 million in economic impact and sees 13,122 spectators attending the event (records)
- ATC Junior Players Alexia Jacobs and Emmett Potter both participate in Calgary National Bank Challenger
- ATC Chair, Ron Ghitter is honoured with a Top 7 over 70 award
- ATC announces Ron Ghitter stepping down as Board Chair and announces Al Fowler will take over as chair. ATC Director Wendy Ng, is appointed Vice-Chair and Treasurer
- ATC organizes two International Tennis Trips to Florida with High Performance Juniors. Sienna Miles qualifies for the prestigious Eddie Herr tennis tournament

OUR NUMBERS AT A GLANCE

Total Program Participants



- **Winter 2022:** 1734
- **Spring 2022:** 1681
- **Summer 2022:** 2407
- **Fall 2022:** 2319
- Overall Program up 36%
- Program is Gender Balanced
 - 49%-female / 50% male

Total # of program participants: 8,141

NIKE Camp Participants



- **Summer:** 459
- **Winter:** 59

Total # of NIKE participants: 518

10% increase from 2022 Nike Camps

Public Access Data



- **9,183** Public Players
- 53% increase over 2022
- Over **45,000** served annually

ATC School Tennis Program



- **5,087** Students
- 60,000+ students since 2016
- 40% increase from 2022

Indoor Court Time Availability



- **71,000** hours of court time available to the public for programming and regular 'public' play
- **50%** of court utilization is used for programming
- **28,866** courts booked by members; **85%** booked courts

Member Engagement



- **90%** court utilization on 13 courts
- **94%** of membership involved in one or more club programming & activity; **up 11%**
- **54%** of members participated in programs; **7.71** programs registered per year/per member
- **85%** Program retention

FACILITY DEVELOPMENT

Our Vision for the Future

Phase 1: COMPLETE!

- Phase 1 was completed by Sept 2022 with the addition of the bubble structure. The ATC's 5 original outdoor courts were resurfaced and covered. The ATC centre now has 13 fully functional courts all year round!



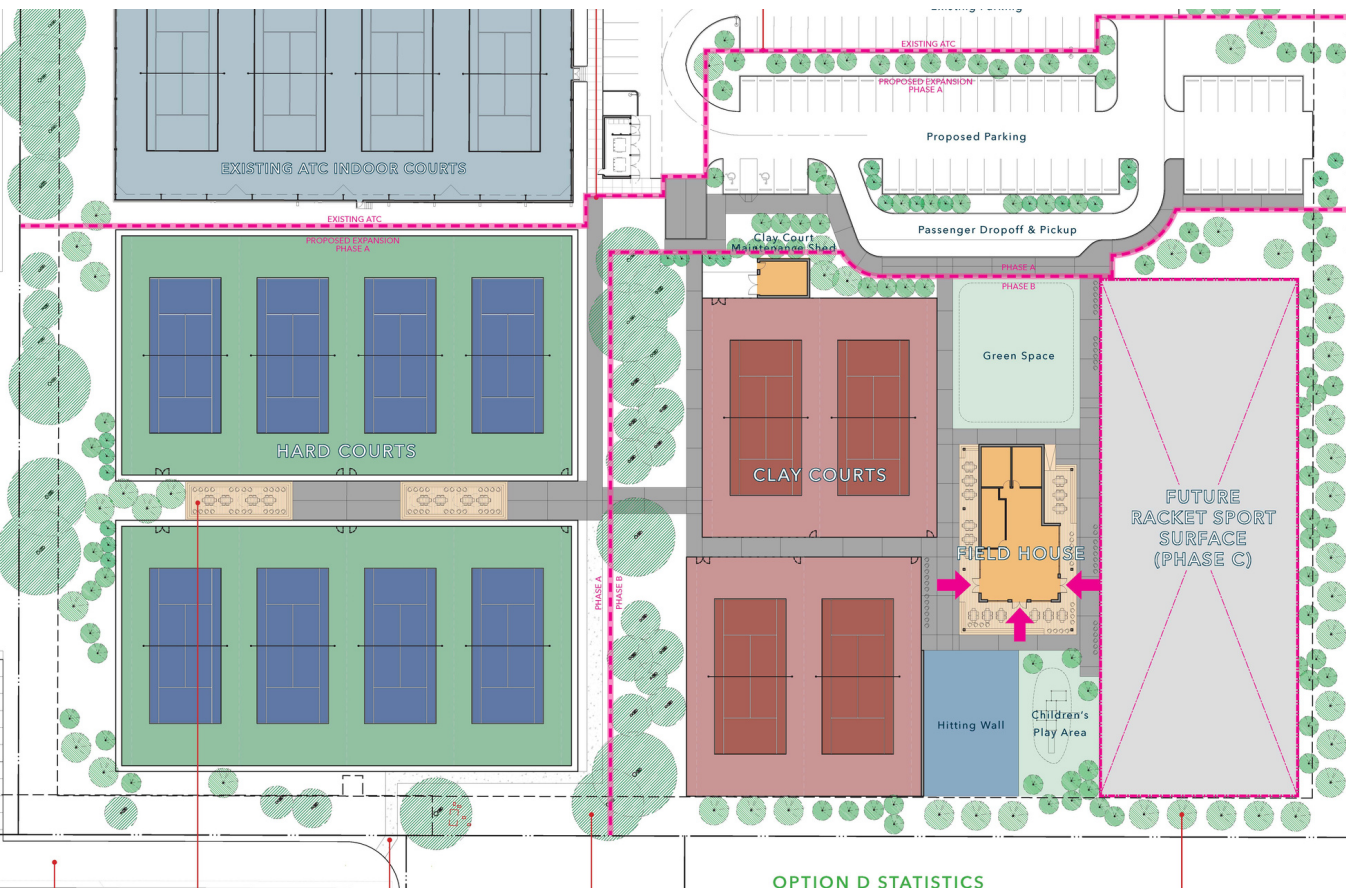
Phase 2: Community Park

NOTE: (site plan is not final and subject to change)

- Additional Parking
- Construction of 8 Hard Courts
- Construction of 4 clay tennis courts
- Walking Trail / Path System will connect the Acadia community
- A playground and green space for our youth in the community
- A community gathering place (complete with a viewing deck/patio)

- Seasonal Club House with wrap-around patio for viewing
- Proposed future racquet sport surface (tennis, pickleball, Padel)
- Outdoor Hitting Wall
- Additional landscaping - tree planting, shrubs and flower beds
- Fully accessible and inclusive space
- Proposed winter outdoor skating rink that will be used by the community and open to the public (subject to availability of funds)

NOTE: Additional Tennis Courts will be prepared (grade-beam) to be covered in the future.




DETAILED SITE PLAN
 Scale 1:250
FACILITY EXPANSION MASTER PLAN
2023


 Concepts prepared by:


CALGARY NATIONAL BANK CHALLENGER 2023

The Calgary National Bank Challenger took place from November 5 to 12, 2023. This year put a special focus on women in tennis with a Girls.Set.Equity tennis camp, Women's Day on Nov 10th, Women In Coaching event in partnership with Tennis Canada and paid hospitality for women. The combined Men's & Women's event memorialized the Calgary National Bank Challenger as the largest indoor pro tennis events in Canada. The event benefitted from increased media exposure, fan interest, corporate and community support, which resulted in a week-long sell out of the event.

Key Success Measures

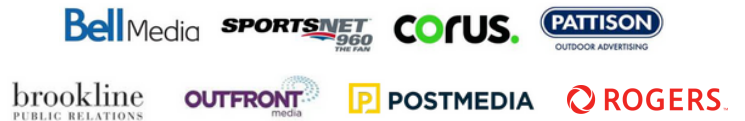
- **13,112** attendance; up **22%** year-over-year
- Overall marketing campaign had 50 million impressions (reach)
- **Digital Platform:** Pattison & Outfront Media Campaigns generated 38 million impressions
- **Radio & TV:** Bell Media & Rogers Media Campaign generated over 8 million impressions
- **Print:** Advertising generated over 3.1 million impressions
- **100%** week-long sold-out event
- Event saw media coverage in 200 media outlets
- **\$3.66 million dollars** in Economic impact (up 14%)
- Challenger rated as Canada's best event and among the best in the world in 2023.
- Successful Mall Tennis Activation (22,000 engaged)
- Online viewership up **71%**, 120,000 viewers worldwide
- Attracted **7 Former Top 50** players to play
- Offered paid hospitality for female players, becoming the first W60 event in Canada to do so.

Challenger Volunteer Data



- **# of volunteers:** 301
- **# of hours:** 6,466

Major Media Partners



Men's Singles Champion
Liam Draxl (Canada)



Women's Singles Champion
Sabine Lisicki (Germany)



Women's Doubles Champions
Eden Silva & Sara Beth Grey
(Great Britain)



Men's Doubles Champions
Juan Carlos Aguilar & Justin
Boulais (Canada)

ATC MEMBERSHIP

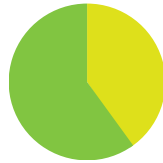


Membership growth year-over-year

- **3%** increase in membership!
- Membership currently operating at **97%** of capacity (975)



Member profile by gender for 2023

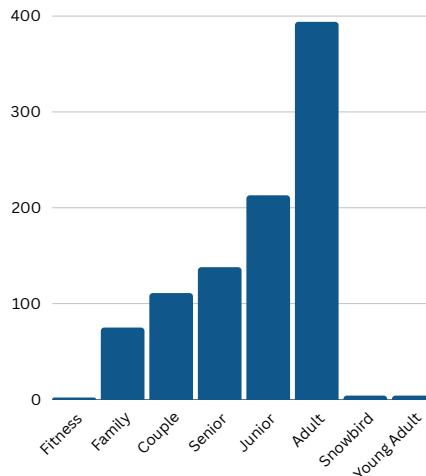


- **Male members: 60%**
- **Female members: 40%**



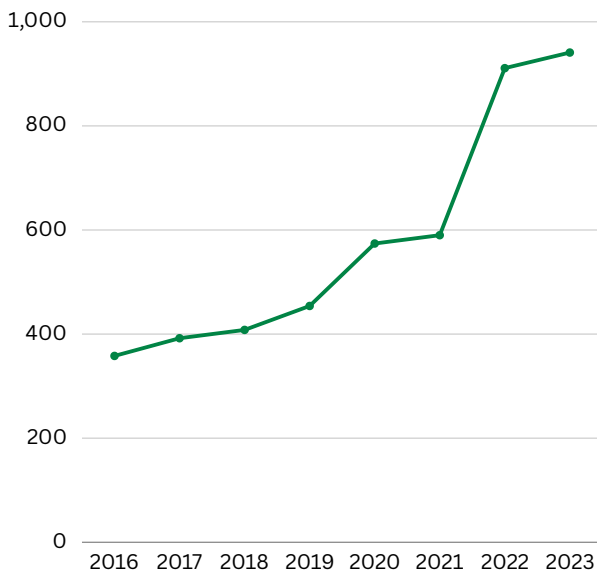
Membership types

- Adult: 394
- Junior: 213
- Senior: 138
- Couple: 111
- Family: 75
- Fitness: 2
- Snowbird: 4
- Young Adult: 4



Historical Overview of Membership (year-over-year)

- 2016: 358
- 2017: 392
- 2018: 408
- 2019: 454
- 2020: 574
- 2021: 590
- 2022: 911
- **2023 current total # of members: 941**



TENNIS PROGRAMMING

The OSTEN & VICTOR Alberta Tennis Centre enjoyed an incredible 2023. Here is a recap of our key performance achievements from the past year:

Junior & Adult Programming

- **8,141** registrations program junior & adult program registrations; an increase of **36%** year-over-year
- **5,087** Calgary school aged children participated in our ATC School Tennis Program in 2023; up **40%**
- **518** children participated in our NIKE TENNIS CAMPS in 2023; up **10%**
- **185** Girls & Women involved in SHE CAN PLAY GIRLS TENNIS & LEADERSHIP CAMPS, an all girls program
- Our Try it & Play it Junior Programs were 100% full
- **2,812** Adult Program Registrations in 2023, up **14%** (2,467 registrations in 2022)

High Performance

- High Performance Program expanded to 248 weekly slots being filled
- 2 ATC Juniors achieved NCAA Division 1 scholarships in 2023: Alexia Jacobs (U of Washington) and Morgan Tuffs (St. Francis University)
- 4 ATC Juniors achieved International Tennis Federation (ITF) Junior Rankings in 2023
- 7 ATC Juniors won Tennis Alberta Provincial titles
- Matthew Popa was a singles & doubles finalist at the U12 Indoor Nationals; 3rd in the U12 Outdoor Nationals
- ATC Summer and Winter HP Camps operate at **100% Capacity (196 participants); up 10%**
- Alexia Jacobs becomes the first female ATC player to achieve a WTA ranking; achieving #916 in world
- Alexia Jacobs reached the Round of 16 in singles and Quarterfinals of Doubles at Calgary NB Challenger
- U10 Next Gen Team captures Tennis Canada's U10 Western Canadian Team Championship in BC
- ATC members Alexia Jacobs & Emmett Potter participate at the Calgary National Bank Challenger Events
- Sienna Miles qualifies for the U16 Eddie Herr International Event Main Draw

Events

- 90% Next Gen Players and 70% of our Comp Teen Players participating in Alberta tournaments
- 14 U10 players won Tennis Alberta Tournaments in 2023
- U12 ATC Team finishes 3rd place at Western Canada Team Championship
- ATC hosts U12 Canadian Junior Nationals; ITF Junior Event (G3); ITF Senior Event, Provincial Championships and Calgary National Bank Challenger Men & Women's event
- 6 U10 Next Gen players were selected to participate in the Provincial U10 Camp.
- **208** player registrations for ATC Club Championship; up **35%** (154 players in 2022)
- ATC organizes trips to: Stanley Park, International Events in Vancouver, Victoria and Little Mo International in Miami, Florida. Western Canadian U10 & 12 Team Championships; over 50 players participated



TENNIS DEVELOPMENT

The OSTEN & VICTOR Alberta Tennis Centre enjoyed an incredible 2023. Here is a recap of our key performance achievements from the past year:

COACHING DEVELOPMENT

- ATC continues to be a leader in coach education in Canada. The ATC Coaching team is:
 - Alberta's most qualified (certified coaches) and one of Canada's most qualified coaching staff.
 - The ATC is also one of Canada's largest tennis coach employers with nearly 30 coaches on staff.
 - ATC also employs the most Tennis Canada Course Facilitators (4) in Canada.
 - ATC is one of the largest employers of female coaches in Canada, with 26% of its staff being female
 - ATC employs only certified coaches who meet Tennis Canada's Safe Sport Requirements.
- ATC coaches actively involved in raising the quality and of delivery of coaching certification across Canada include:
 - Tennis Director, Nick Coutts, Tennis Canada Course Facilitator for Instructor, Club Professional 1, Club Professional 2 and Coach 2 & 3. Nick has certified over 300 coaches in Canada.
 - Head of Junior Development, Suzana Cavalcante, Tennis Canada Course facilitator for the instructor course. She has certified over 50 coaches in Alberta since she started in 2020. She is now looking at getting involved in the next level of Course Facilitating.
 - Head of Cardio Tennis, Alena Tsybouk, Tennis Canada Cardio Course Facilitator. She has travelled across the country certifying coaches in Ontario, Quebec, and Nova Scotia, plus trips to Orlando symposium. She recently ran an Alberta Cardio Workshop in November to help grow cardio tennis in the province.
 - Assistant Tennis Director, Adam Bond, Tennis Canada Course Facilitator for Instructors course
- ATC added 3 new full-time tennis professionals to our coaching team this year. Richard Cooper, Quentin Maille and welcomed back Steven Chavez. ATC added 8 part-time coaches as well.
- ATC Coaches were busy attaining certification in 2023: Marin Cens (Coach 3), Lucas Noguera (Coach 3), Toni Klaric (Club Professional 2), Yurii Kushnir (Club Professional 1), currently completing Club Professional 2. In 2024, Alec Morariu, Yurii Kushnir, Toni Klaric, and Quentin Maille will be enrolling in the Tennis Canada Coach 2 course held in Toronto and Montreal.
- Head of High Performance Marc Colangeli and Suzana Cavalcante, Head of Junior Development were named Team Alberta 2025 Canada Games Coaches.
- ATC held coaching workshops with Tennis Canada Coaching Education Leaders: Wayne Elderton, Severine Tamborero, Uros Budimac and Daniel Nestor, 12x Grand Slam Doubles Champion and former World #1.
- Luis Reyes, was named Team Alberta Wheelchair Provincial Coach



MARKETING

2023 in Review

- Launched new Members Rewards Program through Perkville in June 2023; 63% of members participating
- Sold out member and non-member socials resulting in opening more spots for social events
- Continued to re-enforce club policies and rules to allow club operations to run smoothly
- Hired Kelsey Rowe, Marketing and Events Coordinator who is a social media specialist with a background in event management
- Created ATC brand guidelines to create consistent colours, logos and fonts across all marketing materials
- Significant increased social media engagement of 820% by introducing more images of people on Instagram and a steady increase of followers over the last year
- 13,000 visitors attended the Calgary National Bank Challenger (CNBC) with 5 million media and marketing impressions

Key Objectives/Goals for 2024

- Redesign of the ATC Website
 - Allowing members to view updated club information and court grid
 - Updating to a modern feel with easy navigation and information availability
 - Engaging members and participants by gathering email subscribers
 - Creating the ability to link Google Ads to our website for ticket sales for CNBC
- Innovate the existing cafe in the Rogers Lounge
 - Increase sales
 - Utilize current menu to reduce waste and introduce new menu items
 - Launch social campaigns
 - Engage members with discounted benefits and introduce daily combo menu
 - Bring food items to MSD for easy, on-the-go purchasing
- Redesign of the Pro-Shop space to increase interest and sales
- Ensure marketing remains on budget for the Calgary National Bank Challenger and optimize ad campaigns



MARKETING - ATC

Instagram (IG) Data for 2023



- **Current # of followers:** 1861
- **New Followers in 2022:** 359
- **Demographic:** 37.8% women & 34.5% men, 27.7% prefer not to say
- **Reach:** Increased 820%
- **Profile visits:** 9,700

IG - Top Audience Countries

- #1 CANADA
- #2 USA
- #3 UK
- #4 SPAIN
- #5 MEXICO

272,203

IMPRESSIONS

820% Increase YoY



Please note, due to a change in platform management systems, only 6 months of data is shown.

Facebook (FB) Data for 2023



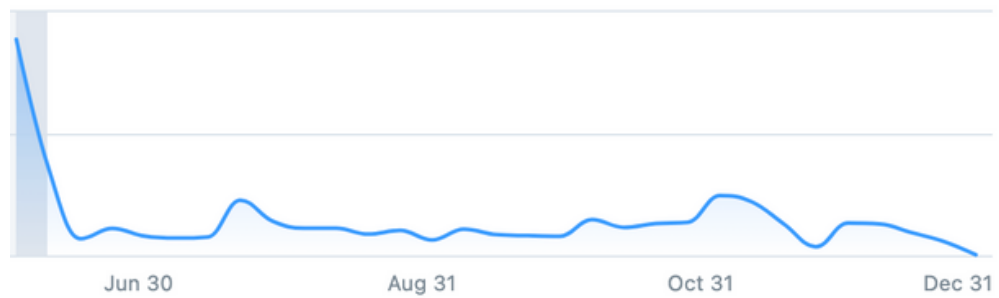
- **Current # of followers:** 1338, Increase of 9%
- **New page likes in 2022:** 75
- **Demographic:** 51% women & 49% men
- **Reach:** Decrease 2%
- **Page Visits:** Increased 106%

FB - Top Audience Countries

- #1 CANADA
- #2 USA
- #3 UK
- #4 SPAIN
- #5 MEXICO

88,567

REACH



Please note, due to a change in platform management systems, only 6 months of data is shown.

MARKETING - CNBC

Instagram (IG) Data for 2023



- **Current # of followers:** 1127
- **New Followers in 2022:** 322
- **Follower Increase:** 40%
- **Impressions:** 409,555
- **Profile visits:** 11,841

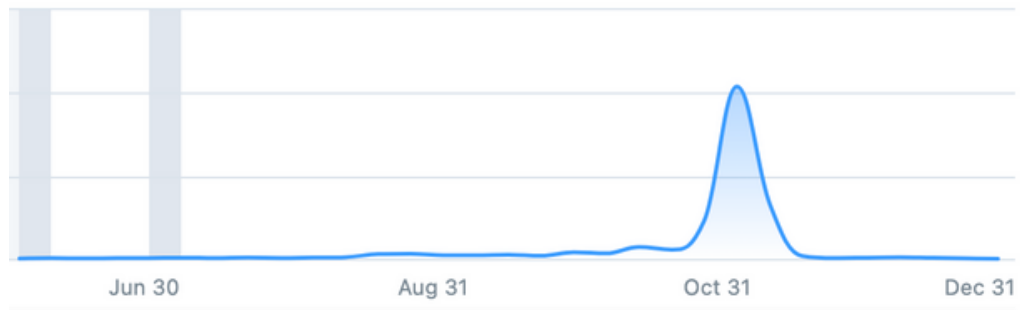
IG - Top Audience Countries

- #1 CANADA
- #2 USA
- #3 UK
- #4 SPAIN
- #5 MEXICO

409,555

IMPRESSIONS

207,000 impressions were specific to the tournament timeframe, as shown by the Oct/Nov spike.



Please note, due to a change in platform management systems, only 6 months of data is shown.

Facebook (FB) Data for 2023

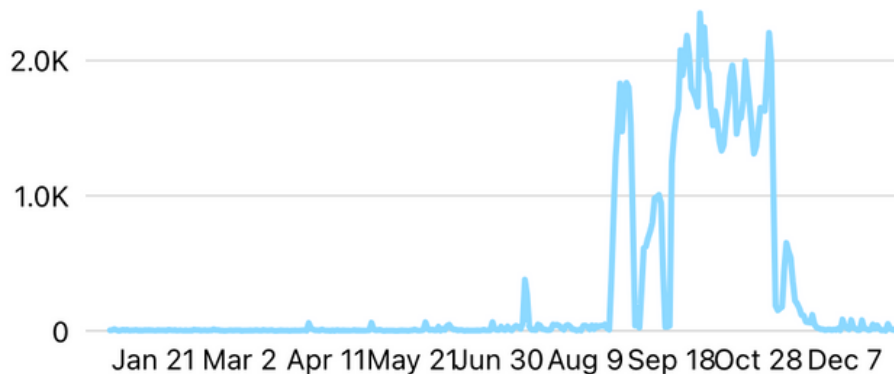


- **Current # of followers:** 267
- **New page likes in 2022:** 35
- **Demographic:** 51% women & 49% men
- **Reach:** Increased 824%
- **Profile visits:** Increased 39%

FB - Top Audience Countries

- #1 CANADA
- #2 USA
- #3 FRANCE
- #4 ITALY
- #5 GERMANY

35,926 ↑ 824.3%



From Sept to November, ads were running on the social media platforms which caused a significant increase in reach and visits to the facebook page.

FRIENDS OF RON GHITTER FUND



Key Funding Programs:

- **Ron & Myrna Ghitter Community Fund** - supports diversity, inclusion, all gender and under-resourced youth through participation in tennis. The fund is to be used in the local community as part of the Friends of Ron Ghitter Fund for Kids.
- **Ron Ghitter Excellence Fund** - supports high performance development for junior players between 8 - 17 years of age who show national or international potential.

Primary Goal of the Fund:

- Our overarching goal is to ensure that all Calgarian youth have an opportunity to play tennis regardless of their socio-economic background.

Impact:

- Since 2017, the Friends of Ron Ghitter Fund has raised over \$230,000 to support tennis activities for Calgary youth.

Key Actions in 2023:

- Helped fund the ATC Coaches & athletes to attend the Canadian Junior Nationals
- Assisted in subsidizing the ATC players that attended the International Junior Events in Canada and in the United States
- Supported Ukrainian families fleeing the war by providing free tennis programming and equipment
- ATC supported the SHE CAN PLAY Girls Tennis & Leadership Program camps



Our Vision

To ensure every Calgarian youth tennis player has the means to pursue and achieve their goals in the sport of tennis.



Our Values

Fair play, equity, integrity, sportsmanship, commitment, inclusion, diversity, teamwork, excellence, determination.



Our Mission

To improve the lives and experiences of Calgarian youth through the sport of tennis.

COMMUNITY OUTREACH

The OSTEN & VICTOR Alberta Tennis Centre continues to play an active role in the community where we work, live and play. Here is a summary of some of our key activities and partnerships in 2023.



OSTEN & VICTOR Alberta Tennis Centre is home to the University of Calgary Dinos Tennis Team. The Men's and Women's Teams are coached by ATC Tennis Professional, Andrew Ochotta.



OSTEN & VICTOR Alberta Tennis Centre partnered with a number of Calgary's Community Associations to deliver programming on community courts including:

- Mount Pleasant Tennis Club
- West Hillhurst Community Association
- Wildwood Community Association
- Glendale Community Association
- Lake Bonavista Community Association



OSTEN & VICTOR Alberta Tennis Centre regularly partners with various Provincial, National and locally based organizations to deliver opportunities to try/learn the sport of tennis. As well, the Alberta Tennis Centre regularly partners with Jumpstart, Kidsport Calgary, and Friends of Ron Ghitter Fund to provide low-cost access to tennis.

STRATEGIC PRIORITIES 2021-2026

The OSTEN & VICTOR Alberta Tennis Centre has developed its 2021 - 2026 strategic plan to guide the vision of the organization. Our 2021 - 2026 Strategic Plan prioritizes 4 strategic directions:

1. Organizational Excellence
2. Facility Excellence & Capacity Building
3. Pathway Programming & Performance Development
4. Event Management & Competitive Structure

Our key goals for each strategic pillar are as follows:

STRATEGIC PILLAR: Organizational Excellence

- **Goal:** We will excel in building the OSTEN & VICTOR Alberta Tennis Centre's profile and increasing the efficiency of our organization to achieve long-term success.
- **Goal:** We will work towards financial independence, while operating under excellent financial management and achieving continued commercial growth.

STRATEGIC PILLAR: Facility Excellence & Capacity Building

- **Goal:** We will continue to be a leader in facility design, construction and management and build upon our reputation as the best tennis facility in Canada.

STRATEGIC PILLAR: Pathway Programming & Performance Development

- **Goal:** We will develop a Junior Development Pathway that increases the profile of the sport of tennis in the Province, and develop players of all ages and levels.
- **Goal:** We will increase player participation and membership by delivering world-class programming and player experiences while servicing our members and program participants.
- **Goal:** We will enhance the quality and delivery of our Adult Pathway to ensure continued growth and retention of our adult members and program participants.
- **Goal:** We will increase our membership and participation in tennis through a variety of engaging programs by providing leadership, resources and education, while developing our athletes and coaches to perform consistently at the highest levels of the sport.

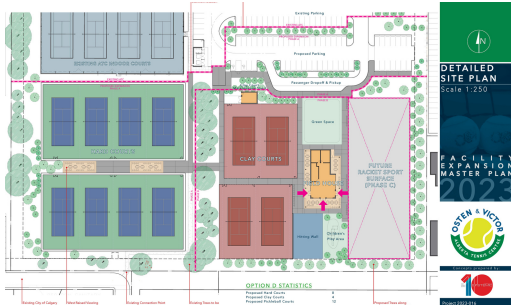
STRATEGIC PILLAR: Event Management & Competitive Structure

- **Goal:** We will elevate our Club, Provincial, National and International Events to become must-attend events for players, spectators and corporate partners.
- **Goal:** We will enhance the experience of our Club and Provincial Tennis Tournaments to provide an environment that promotes participation and development at the highest levels.

**Note: Some of our strategic plan goals have already been met since the release of our plan in 2021.*

2024: THE YEAR AHEAD

KEY OBJECTIVES



Our Vision for the Future: Facility Master Plan

- Continue work to advance Phase 2 of our Facility Master Plan:
 - Development of a community park with up to 12 seasonal tennis courts added over two phases
 - Continue ongoing negotiations with City of Calgary and partners to construct the park; opening by 2025



Calgary National Bank Challenger 2024

- The Calgary National Bank Challenger will return as a Men's & Women's combined event from October 13 to 20, 2023 (new date)
- Securing a presenting partner for the event
- Continue to enhance the deliver of the event



Major Events Taking Place

- YONEX ITF Senior Event - February 16 to 19, 2024
- U12 Canadian Junior Nationals - March 23 to 30, 2024
- YONEX ITF Junior Event - May 25 to June 1, 2024



Member Servicing & Operations

- ATC will launch a new website which will be fully integrated into Club Automation
- Continuing to enhance Member Rewards Program
- Make improvements in cafe and pro-shop operation



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