



2025-2030

STRATEGIC PLAN

Growing the Game

EXECUTIVE SUMMARY



WWW.ALBERTATENNISCENTRE.CA



ACKNOWLEDGEMENTS

We would like to acknowledge all those who helped contribute to the development of our 2025-2030 strategic plan. The development of our 2025 - 2030 Strategic plan was developed through an engagement process involving our board, staff members and key stakeholders and partners. Ongoing feedback received from our membership and customers was also used to develop our 2025-2030 plan.

We hope you will enjoy our ATC 2025-2030 Growing the Game Strategic Plan which aligns with our ambitious growth strategy to become the leading tennis facility in Canada.





ABOUT US

OSTEN & VICTOR Alberta Tennis Centre (ATC) is a non-profit, community-based tennis centre located in southeast Calgary (Acadia). The ATC opened in 2016, and was championed by local funders with the support of Tennis Canada and Tennis Alberta. The state-of-the-art, family-friendly tennis centre has established itself as Canada's benchmark for facility design, programming, event host and management.

Since opening its doors in 2016, the ATC has provided tennis services to over 300,000 Calgarians, and delivered school tennis programming to 65,000 youth. The ATC is also a popular tournament venue, hosting several provincial, national and international events including the Calgary National Bank Challenger, Canada's 2nd largest pro-tennis event.

For more information visit: www.albertatenniscentre.ca



PURPOSE, VISION, MISSION & VALUES

PURPOSE

To be a Centre for all to enjoy the game of tennis at every age and stage of development as a healthy sport for life.

VISION

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

MISSION

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

VALUES

Excellence, accessible, family-oriented, inclusive, community-minded, youth-focused



2025-2030

GROWING THE GAME

Strategic Priorities





OVERVIEW

We will build the game of tennis by achieving organizational excellence

KEY PRIORITIES

- Complete facility expansion to serve Calgary's growing tennis community
- Improve the professionalization of the sport/organization by hiring and retaining Canada's top tennis leaders, coaches and board members
- Diversify revenue sources to improve financial performance
- Re-invest organizational surpluses back into the game to support facility renewal, support tennis development and improve the overall viability of the sport
- Create a best-in-class governance and operating model to sustain success
- Improve the visibility of tennis through hosting world-class events which create economic impact and promote the sport
- Review policies and procedures to drive operational efficiency and effectiveness

KEY GOALS: 2025-2030

- Deliver Organizational Excellence in Governance, Operations and Leadership
- Complete our Facility Development Plan to improve facility access and court time
- Provide leadership support to grow tennis in Alberta and across Canada
- Ensure sound financial management, re-investing surplus dollars back into Alberta Tennis Development Fund and community
- Invest in team development and training to be the best tennis employer in Canada

PLAN COMMITMENTS ENDING 2030



FACILITY EXPANSION
Raise \$10 Million



PHASE 3 & 4
Facility Expansion



COMMUNITY INITIATIVES
\$1 million



OVERVIEW

We will grow participation by delivering world-class player development pathway which inspires players to improve and compete at every age and stage of development.

KEY PRIORITIES

- Increase participation - getting more players playing tennis
- Increase public access and public play by providing more year-round access to tennis and improved court utilization
- Move new/existing players through ATC's development pathway
- Create programs for new Canadians, under-resourced youth/families
- Facilitate play opportunities/experiences through league development and team competitions
- Creating tournaments/events which align with our development priorities and pathways

KEY GOALS: 2025-2030

- Develop an industry-leading adult and junior development pathway; increasing participation and creates members and players for life
- Host provincial, national and international events for players of all ages stages of development
- Grow community outreach programming to attract/retain new players of all ages and abilities
- Provide leadership to the tennis community to support tennis development initiatives

PLAN COMMITMENTS ENDING 2030



CUSTOMERS SERVED
80K players per year



COURT ACCESS
115,000 hrs. per year



PROGRAM
PARTICIPATION
25% increase

STRATEGIC PILLAR: STAYING IN THE GAME



OVERVIEW

We support the growth of our tennis industry through community and capacity building, ensuring players, coaches, officials and administrators remain involved in the game.

KEY PRIORITIES

- Improve the visibility and promotion of tennis through media channels and marketing campaigns to highlight tennis' health, social and economic benefits
- Provide superior customer service and member experiences; retain members and customers
- Retain players for life as players, volunteers, board members, coaches and officials
- Leverage digital technology to improve member and customer experiences
- Strengthen relationship with stakeholders and partners

KEY GOALS: 2025-2030

- Provide training and professional development to our team/community members
- Foster continued positive relationships with our key stakeholders and partners
- Provide superior customer service to members and customers by exceeding their expectations
- Provide opportunities for volunteer and leadership development through tennis
- Make improvements to club management software, member app, website, and communication tools to improve efficiency and innovation

PLAN COMMITMENTS ENDING 2030



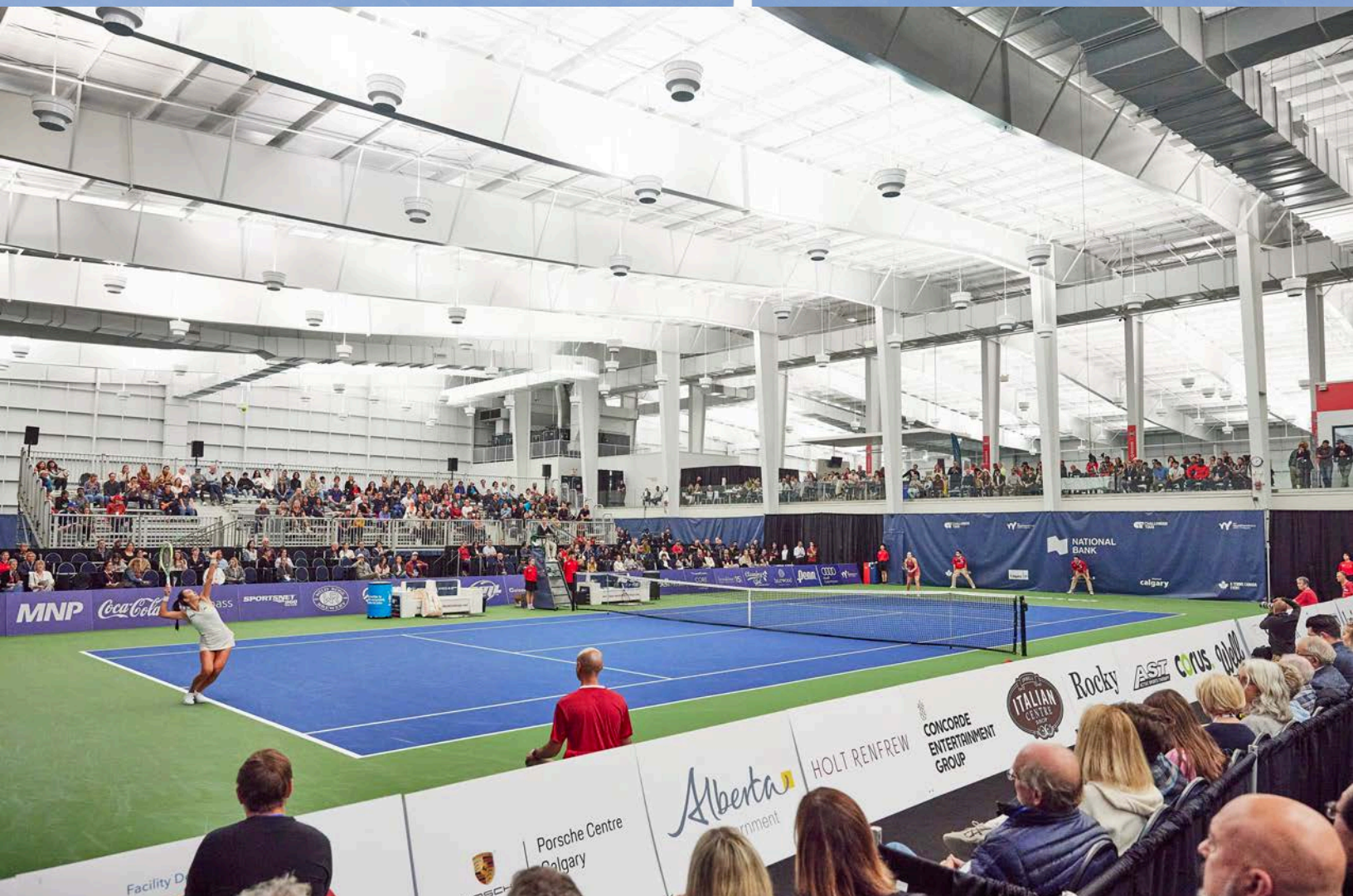
MEMBER REWARDS
90% participating



PLAYER RETENTION
85%+



CANADA'S TOP TENNIS
EMPLOYER



2025-2030

STRATEGIC PLAN



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