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# Who we are

USTA New England is a non-profit organization that services Massachusetts, Connecticut, Rhode Island, Vermont, New Hampshire and Maine. The staff and volunteer-led organization was established in 1927 as the governing body of tennis in New England. We serve over 25,000 individual & organizational members along with the 1.1 million people playing tennis in our Section.

## Mission

To Promote and Develop the Growth of Tennis in New England

## Our Values



Respect



Inclusivity



Service



Innovation



Passion



Accountability

## What we do

We are a **mission-driven** organization that directly provides various introductory and level-based programs for all ages and abilities across the six New England states while also acting as an **industry expert** service partner to the broader industry.





# Inclusive Strategic Planning Process

A task force comprised of Section staff and volunteers took a deep dive into the state of the tennis industry in New England. The process was inclusive of members, players and groups within the industry and was comprehensive with the techniques used in the data collection phase. The process occurred over a six-month period to ensure collaboration throughout the industry. As a result of utilizing this inclusive approach, we experienced a **1700% increase in engagement over last strategic planning process.**



## 600+ survey responses

Active and lapsed members, state-level board of directors, Section board of directors, Committees



## 1:1 interviews

Conducted 11 in-depth interviews with people of all tennis backgrounds



## Focus Groups

Hosted 8 focus groups across the industry including Career Coaches (certified pros), Community Coaches, State Associations/Volunteers/Committees, CTA/NJTLs, Parks and Recs, Schools, Facility Owners and Operators and Staff



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## Key Learnings

### Top identified opportunities:

- In-school & after-school tennis
- Park & Recreation programs
- Social / non-advancing leagues and play

### Top identified threats:

- Court infrastructure
- Coach shortage
- Pickleball (also viewed as a potential opportunity)

### Top barriers to entry into tennis:

Don't know where to start & cost to play

# Pillar 1: Engagement

Engagement throughout our ecosystem is vital to building a foundation of inclusive and accessible tennis throughout New England. We will grow and maximize player participation through engaging, quality tennis experiences and a clear player pathway for all.

## Key Initiatives:

- Facilitate accessible and inclusive programming at public facilities.
- Through lead generation efforts, capture data on new and non-usta tennis players, and evaluate and structure new and current opportunities based on results.
- Revitalize tennis in schools by training & equipping PE teachers to deliver tennis in schools and advance connections to after-school play opportunities.
- Introduce students to team play through middle and high school tennis programming in-season and off-season.
- Retain players throughout the recreational and competitive player program pathway.
- Establish strategic partnerships that support filling engagement gaps.
- Engage with other complementary racquet sports in a way that furthers the organization's ability to deliver on its mission to promote and develop the growth of tennis.



# Pillar 2: People & Organizational Capacity Development

To ensure the health and innovation of the tennis industry, continuous education and improvements both within organizations and with industry professionals are critical. We will invest in initiatives that build and develop capacity through professional development opportunities, collaboration, resources, tools and training for our tennis community.

## Key Initiatives:

- Recruit coaches to grow programs & engage new and current players.
- Facilitate continuing education by offering accessible and approachable curriculum and training for coaches in partnership with coaching organizations.
- Provide mentorship and networking opportunities to create a pathway that is appealing and fulfilling for part-time and full-time coaches.
- Develop a clear volunteer pathway and launch a grassroots volunteer program that extends the reach of the organization.
- Develop and launch a comprehensive Capacity Building program (training, skills-based learning, mentorship, resource development & support) to give community organizations resources to strengthen and develop a roadmap for long-term impact.

# Pillar 3: Accessibility

The quality of our court and facility infrastructure is imperative to delivering accessible tennis playing opportunities to all. We commit to protecting our current infrastructure and providing opportunities for our community to champion the growth of tennis into the future.

## Key Initiatives:

- Complete a **comprehensive court & programming audit** as well as a **gaps analysis** of tennis facilities within New England.
- Develop and launch a data-driven **formal advocacy program** to empower and inform key decision-makers.
- Develop and test for scale **grassroots tennis & pickleball cohorts that collaborate** on improving and/or growing facility access to both sports equitably in their communities.
- **Explore different strategies with the New England Tennis & Education Foundation** to support infrastructure investment needs while prioritizing municipalities and nonprofits.
- Develop and launch a **Shared Facility Business Program for Facility Owners & Operators** to promote excellence in facility management.



# Our New England Tennis Community

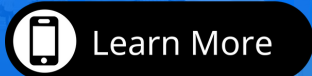
The creation of this multi-year strategic plan was a product of work inclusive of the entire New England tennis industry. A tremendous amount of data gathering, conversations and collaboration occurred throughout its development, growing community engagement in the process 1700%. While this is an inclusive path forward that USTA New England will drive over the next several years,

## This plan is for YOU

Thank you to every person and organization who shared their voice. Equipped with accurate insights of the industry and the perspectives of our tennis community, we are confident we can use our collective knowledge and expertise to keep improving and growing tennis in New England. We hope you feel empowered to join us in driving our sport forward. *The sky is the limit when we work together to grow our sport of a lifetime.*



Use the QR code to see how you can get involved in connecting our strategic efforts to your local community.



# Thank you