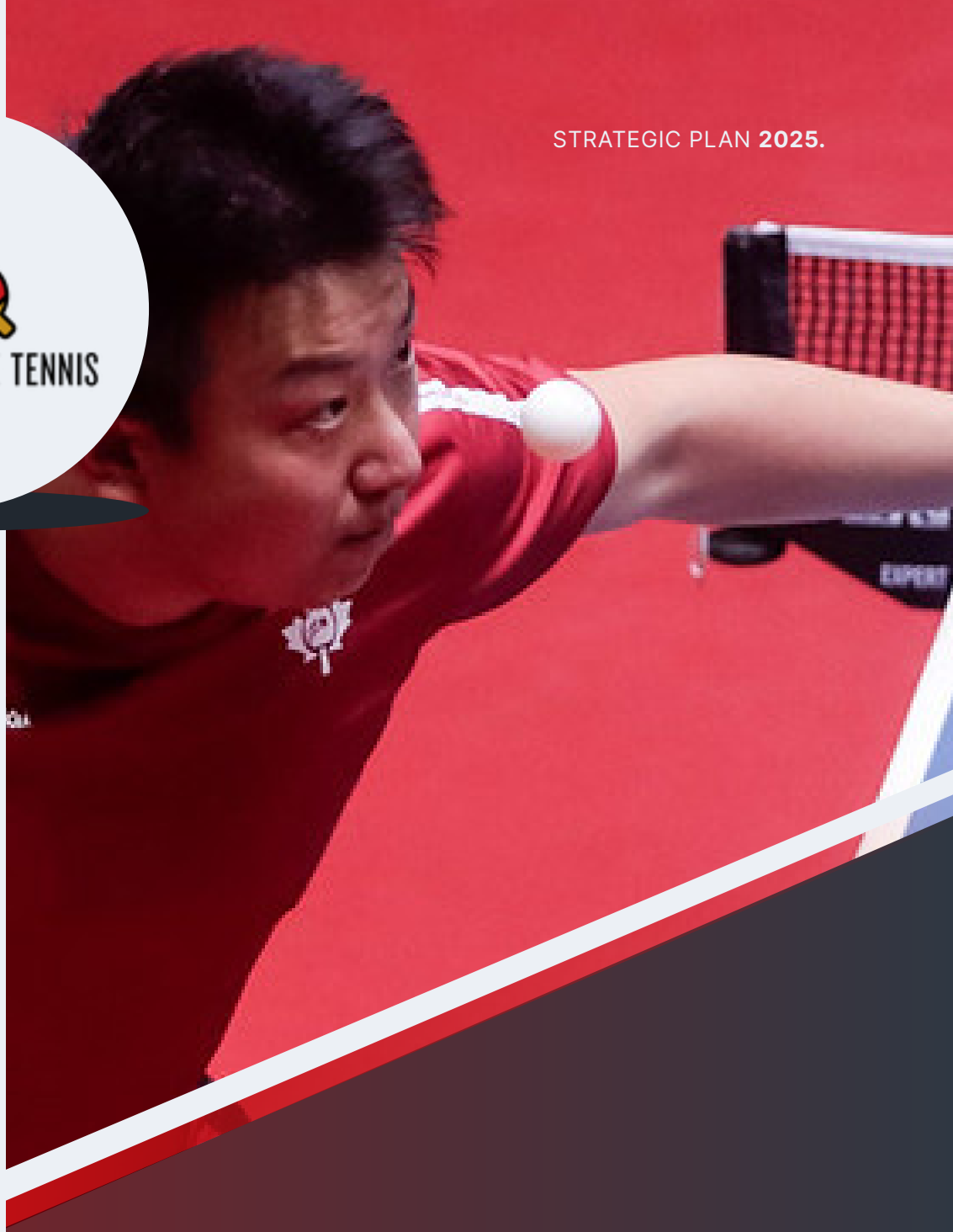
ONTARIO TABLE TENNIS

STRATEGIC PLAN **2025.**



ONTARIO **TABLE TENNIS**

Where every point counts

ON and ON.

Table of Contents

Purpose.....03
Mission.....03
Vision.....03
Core Enablers.....03
Key Priorities.....04
Values.....05
Strategic Context.....06
Goverance and Management.....07
Competition Structure.....11
Active for Life.....14
High Performance.....15

ONTARIO TABLE TENNIS

Our Purpose

To serve as a Ontario's non-profit table tennis governing body, providing **opportunities for all to participate and enjoy the sport.**

Our Mission

To provide a structured environment for **members to learn, train, and compete**, offering guidance and support through quality programs.

Our Vision

To inspire healthy lifestyle, becoming a global table tennis hotspot while fostering an inclusive community in Ontario.

Core Enablers

- People & Culture
- Our Clubs
- Government of Ontario
- Table Tennis Canada
- Governance & Management
- Brand

Key Priorities

Raise the bar of winning

To provide a structured environment for members to learn, train, and compete, offering guidance and support through quality programs.

Create welcoming environment

Grow table tennis participation by providing experiences that appeal to diverse interests and needs

Continue building capacities

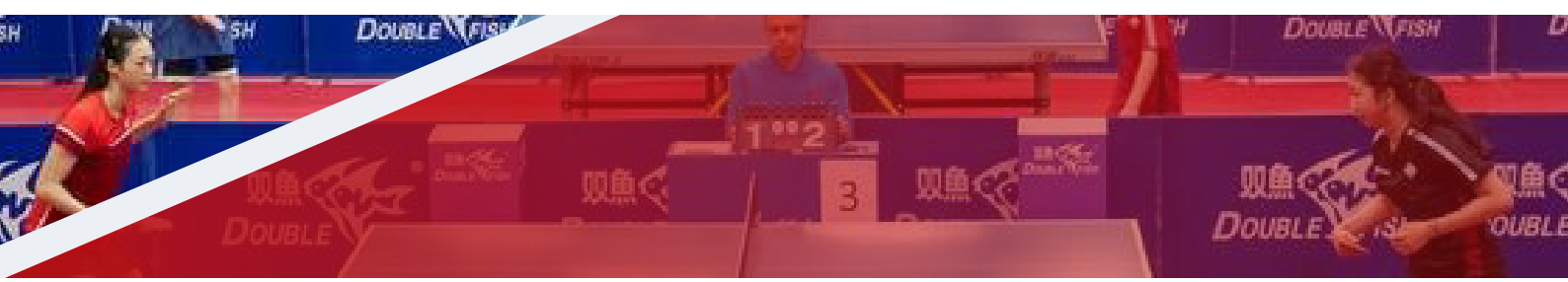
Cultivate a passionate and skilled workforce, while supporting clubs prepared to invest in table tennis infrastructure.

Pursue digital solutions at every opportunity

Strengthen digital infrastructure and data collection to empower data-driven decision-making and streamline administrative process and delivering educational content

Expand revenue

Diversify funding sources through donor engagement, public funding opportunities, and innovative business ventures.



Values

Team Work

Our clubs are the cornerstone of our table tennis community, providing facilities and enabling activities for all levels. Through capacity building and teamwork, we collaborate closely with our clubs on all OTT programs and events, fostering a thriving table tennis ecosystem in Ontario

Community

We foster a supportive and collaborative environment where members connect, share experiences, and build lasting relationships.

Recognition

We recognize and value the unique contribution of each member to the table tennis community and its collective goals. We actively seek and appreciate their input, ensuring they have a voice and influence in shaping the direction and decisions of our association. This fosters a culture of gratitude, mutual support, and shared ownership.

Inclusivity

We welcome players of all ages, skill levels, backgrounds, and abilities, fostering a sense of belonging for everyone.

Excellence

We strive for continuous improvement and achievement at all levels, promoting a culture of high performance.

Fair Play

We uphold the highest standards of fair play, respect for opponents, and integrity both on and off the table.

Passion

We celebrate the love of table tennis, encouraging enthusiasm, dedication, and lifelong learning in the sport.

Development

We are committed to providing opportunities for growth and improvement for players, coaches, and officials at all levels.

Health & Wellness

We recognize the physical and mental benefits of table tennis and promote a healthy lifestyle for all.

Fun

We believe that enjoyment is essential to the sport and create a positive and engaging atmosphere for all participants.

Strategic Context

Environment

- Table tennis enjoys significant global popularity, with the sixth-highest participation rate worldwide and a highly recognized IOC standing (C on scale A to F). However, it remains underappreciated in Canada, where its player base predominantly comprises first and second-generation Asian immigrants
- The Ontario table tennis community is a resilient and innovative group, poised to tackle any challenges that come their way. Remarkably, every table tennis facility in the province has been established through private investment, highlighting the community's dedication and initiative.
- Ontario Table Tennis is the officially recognized governing body for the sport in Ontario, endorsed by both the provincial government and Table Tennis Canada.

- Government funding is strained, unable to keep up with rising mandatory costs and the growing programs and requirements needed to meet the expectations of the table tennis community.

- In the last 15 years, the OTT has transformed itself, building a robust competition structure, providing ongoing educational programs, and significantly expanding its capacity. Their athletes and coaches consistently excel at the national level and regularly achieve podium finishes continentally.

- Many members, particularly individual ones, perceive OTT as a well-funded government entity based on their prior experiences in other countries.

Programs

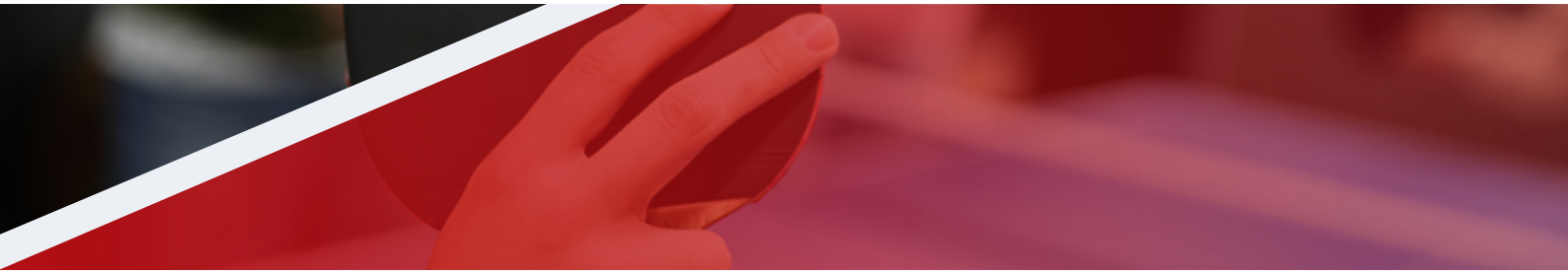
- The OTT organizes competitions and offers diverse programs catering to both recreational and high-performance players. This includes training for coaches and officials.

- The organization is also committed to supporting para-athletes and athletes with disabilities.

- Promoting gender equity is a cornerstone of all OTT programs.

- OTT leverages innovation, along with encouragement and support for clubs and individual initiatives, to offset its comparatively lower funding levels when compared to other Canadian provincial table tennis associations.

- The OTT ensures its programs meet the standards set by both the Government of Ontario and Table Tennis Canada.



Goverance and Management

backbONe

Effective governance at OTT relies on a strong foundation of policies, a supportive culture, and a capable leadership team collaborating effectively.

Objectives	How we meassure success
Develop and implement clear and effective governance policies and procedures.	Revise the Bylaws and Membership Policy to enable a decision-making framework that values members' contributions to the table tennis community such as building table tennis courts and venues, developing high-performance athletes and coaches, officiating, and organizing sanctioned tournaments.
Empower OTT members by offering support and ensuring that decision-making authority is based on merit and accomplishments.	Continuous input from members to shape policies, procedures, and communication strategies that will establish effective governance practices.
Foster the growth of table tennis in Ontario by ensuring fair and equitable leadership, where no single club dominates the scene.	Amend the Bylaws to prevent any single club or group from dominating decision-making and to eliminate conflicts of interest on the Board.

Instill a deep commitment to accountability, transparency, and ethical decision-making across all levels of the organization.	Perform an annual evaluation and modification of corporate policies and procedures
Provide ongoing training and professional development opportunities for staff and volunteers.	• **Website & Online Form Usage:** Track metrics like page views, unique visitors, time on site, and form completion rates. This indicates how effectively these tools are being used to reach and engage stakeholders. • **Learning Management System (LMS) Engagement:** Monitor metrics like course completion rates, assessment scores, and user feedback. This shows how well staff are utilizing the LMS for professional development. • **Newsletter Open Rates & Click-Through Rates:** Measure how many people are opening your newsletter and clicking on links. This helps assess its effectiveness as a communication tool. • **Cloud-Based Course Builder Adoption:** Track usage statistics and feedback on courses created with this tool. This demonstrates how well it is being utilized for staff training and development. • **Membership & Tournament Management Software Efficiency:** Monitor metrics like user adoption rates, support requests, and error rates. This evaluates how effectively these tools are streamlining processes and reducing administrative burden.
Maintain open and transparent communication with members, partners, and the wider community.	• AGMs, Committee meetings and regular individual meetings with club members • Create section Frequently Asked Questions at the website • Conduct surveys after progam's conclusions, at the major tournaments and the training camps • Establish multi-year partnerships with tournament and camp organizers to enhance planning effectiveness and ensure consistent improvements
Foster deeper collaboration and engagement with essential stakeholders, such as Ontario government sports authorities (Ministry, Canadian Sports Institute Ontario, Para Ontario), Table Tennis Canada, and local municipalities, to enhance OTT's position.	Proactive participation in TTCAN, Government of Ontario, Coaching Association of Ontario programs and meetings

organizatiONal excellence

Ensure financial sustainability through sound budgeting, forecasting, and resource allocation.	• Annual Operational Plans and Budgets/Reports • Maintain accurate and transparent financial records and reporting. • Ensure that all projects funded from reserve funds are directly aligned with the organization's long-term strategic plan. • Report on how each project contributes to the strategic goals and objectives.
Leverage technology to enhance operational efficiency, communication, and service delivery.	• **Automated Reminders:** Set up automatic renewal reminders and notifications for expiring memberships or upcoming events. • **Advanced Search & Filtering:** Enable searching by multiple criteria (e.g., name, skill level, expiration date) and the ability to save frequently used searches. • Develop online forms and automated tools to streamline administrative tasks, allowing staff to focus on core activities such as tournaments, high-performance programs, and recreational offerings.
Improve revenue streams and explore new funding opportunities.	• Improve grant applications and outcomes • Proactively seek new funding opportunities • Secure sponsorships and partnerships • Explore additional revenue streams

enrich members' satisfactiON

Create a clear and easy-to-use communication system that keeps Ontario Table Tennis members informed about relevant news, events, opportunities and resources.	• Redesigng current website • Number of news and pages published at the OTT website • Create segment email lists and tailor content to different audience groups. • Number of Newsletters
Enhance the ranking system to serve as a powerful motivator, an effective selection tool, a fair seeding mechanism, and a way to acknowledge top players and reward their achievements	• Improved points system • New Selection Policy

enrich members' satisfactiON

Make the Ontario Ranking List easier to find, understand, and use	• **Real-Time Updates:** Implement a system to automatically update the rankings as tournament results are entered, reducing manual effort and ensuring accuracy. • **Interactive Visualizations:** Use charts, graphs, and heatmaps to display ranking data in a more engaging and understandable way. • **Historical Data:** Provide the ability to track a player's ranking history over time and compare it to others.
Improve tournament registrations and create communication tools for participants	• Make it easy for players to sign up and for staff to manage draws, schedules, and court assignments. • Integrate messaging or chat features for easy communication between staff, players, and officials.
Celebrate success and extraordinary achiements	• Stage Annual Awards party and Hall of Fame introduction • Dedicate a section of the website to the Hall of Fame. • Secure space within member clubs to establish an attractive and engaging Hall/Wall of Fame display.
Lease a versatile space suitable for meetings, training sessions, athlete/coach/official lounges, and sponsor events.	• **Occupancy Rate:** Percentage of available time the space is booked and used. A high occupancy rate indicates efficient use of the space. • **Usage Breakdown:** Track the proportion of usage for each intended purpose (meetings, classroom, lounge) to ensure it aligns with the multi-functional goal. • **User Satisfaction:** Gather feedback from athletes, coaches, officials, and sponsors about their experience with the space and its amenities.
Attract, develop, and retain a talented and passionate leadership.	• To ensure a smooth leadership transition and future growth, the team needs to evolve by integrating a mix of seasoned professionals and promising young talent, given the current age demographics. • Implement four-year contracts with employees and service providers to ensure stability.

tomorrow and beyONd

Competition Structure

Active for Life, Learn to Train, Train to Train, Train to Compete, Learn to Win, Live to Win + Officials

backbONe

Effective governance at OTT relies on a strong foundation of policies, a supportive culture, and a capable leadership team collaborating effectively.

In Few Words	Objectives	How we meassure success
program's backbONe	Build a thriving and inclusive competition ecosystem, powered by the commitment of club members and their facilities, along with OTT-trained officials, ensuring events tailored to the diverse needs and aspirations of all players	• Number of club members actively involved in organizing or officiating events: • Number of unique participants in sanctioned events per year • Number of facilities providing accessibility for individuals with disabilities • Percentage of events utilizing OTT-trained officials
educatiON	Promote and facilitate participation in National Coaching Certification Program (NCCP) courses	• Number of coach developers and evaluators (Competition stream) • Number of Introduction to Competitions and Competition Development courses
	Cultivate a culture of continuous learning by providing accessible and engaging informal educational opportunities for athletes, coaches, officials and parents.	• Number of certified coaches • Number of certified officials • Number of prepared online modules • Provide Learning Management Platform that will enable Intutitive course creation: Make it simple for staff to create and update engaging course with multimedia content

educatiON	Cultivate a culture of continuous learning by providing accessible and engaging informal educational opportunities for athletes, coaches, officials and parents.	• Incorporate elements like quizzes, badges, and leaderboards to increase motivation and participation (gamifications and rewards) • Provide clear visibility into learner progress and completion rates (proress tracking) • Ensure the platform is accessible on mobile devices to enable learning anytime, anywhere (mobile learning) • Number of coaches and officials undergoing mentorship program • Number of mentors • Number of educational opportunities for athletes, coaches, officials and parents (working along experts out of the country, or out of the province, informal educational courses and introduction to new tools)
ONtop	Make Ontario the pinnacle of Canadian table tennis - the go-to destination for elite (national and international) events, a national leader in organizing sanctioned matches, and a model for athlete experience and spectator engagement.	• Number of national table tennis events hosted in Ontario annually. Target: 2-3 events per year • Number of events with a strong presence of international athletes hosted in Ontario annually. Target: At least 1 event per year • Rank of Ontario compared to other provinces in submitting sanctioned matches for rating. Target: 1st (the most submissions)
enrich members' satisfactiON	Create an inclusive and inspiring competitive environment that values every participant, encouraging their involvement and fostering a lifelong passion for table tennis.	• ON1 & ON2 Competition calendar published by early June for period September - August • ON3 & ON4 Competition announcement lead time (6+ weeks) • Create repetitive competition opportunities across province for each age and level

enrich members' satisfactiON	Create an inclusive and inspiring competitive environment that values every participant, encouraging their involvement and fostering a lifelong passion for table tennis.	• Number of facilities meeting minimum standards for hosting competition • Number of facility upgrades or improvements completed per year. • Percentage of potential tournament organizers contacted proactively each season to discuss event scheduling within the competition calendar. • Number of coaches and officials undergoing mentorship program • Deliver enhanced Ontario Ranking List: clear, accessible, user-centric
tomorrow and beyONd	Ensure every table tennis player in Ontario has access to a sustainable, affordable, and meaningful competition pathway that supports their development and creates lasting positive experiences.	• Number of organizers with multi-year commitment • Number of events with low entry fees ($20 or less), especially seniors 55+ • Rate of events achieving the target of 4+ matches per participant

Active for Life

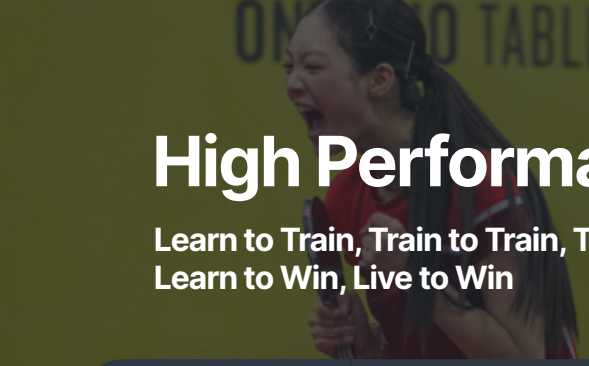
Active Start, Fundamentals, Fit for Life

PROGRAMS

backbONe

The Active for Life program thrives on the strength of its member clubs, which serve as vibrant hubs where individuals of all ages and abilities can purposefully engage with table tennis, fostering personal growth, social connection, and a lifelong love for the sport.

In Few Words	Objectives	How we meassure success
empower ONtario clubs	Enabling and equipping clubs to achieve more	• Financial and in-kind support to member clubs • Number of Reach and Engagement programs • Support clubs with "special" programs (para, 55+, focusing on using table tennis as health recovery tools...)
educatiON	Create accessible and engaging educational pathways that equip individuals of all ages and abilities with the tools to develop their table tennis proficiency.	• Number of coaching courses (NCCP Community stream) • Number of courses and orientation session provided to volunteers
enrich members' satisfactiON	Create a positive and fulfilling experience for Active for Life members, fostering a sense of enjoyment, accomplishment, and community that inspires continued participation and a lifelong love for table tennis.	Count of online resources tailored for recreational players, covering basic skills, organized play, and competition fundamentals
tomorrow and beyONd	Bridge the gap between unaffiliated table tennis players and the organized community by offering them inviting and supportive opportunities to experience the sport's benefits, fostering a sense of belonging and inspiring long-term involvement	• Number of tables registered in Ontario • Number of non-sanctioned events catering solely to Active for Life participants
	para program, people with other disabilities, tt as a sport to delier health benefits, seniors	



High Performance

Learn to Train, Train to Train, Train to Compete, Learn to Win, Live to Win

In Few Words	Objectives	How we meassure success
program's backbONe	OTT-recognized HPCs form the cornerstone of our Long-Term Athlete Development (LTAD) programs, providing the essential structure and support to guide athletes on their Podium Pathway journey from Learning to Train, to Living to Win. HPCs in Ontario are a hub for the majority of Canadian National Team players, further underscoring their importance in athlete development. We aim to foster and grow HPC capabilities and partner with HPC Centers in delivering HPC programs..	• Number of HP centers, coaches, players • We assess the effectiveness of our High Performance program by tracking the advancement of athletes through various performance levels: club, regional, provincial, national, continental, international, and elite.
ON Top	Uphold Ontario's legacy of table tennis excellence by consistently leading the medal count at the Canada Winter Games, Canadian Championships, and National Team Selection competitions	• Number of players in National Team • Provincial position after CWG, Canadian Championships
enrich members' satisfactiON	Elevate the overall experience and satisfaction of our High Performance participants by providing them with enhanced tools, resources, and opportunities that support their athletic development and well-being.	• Number of user-friendly tools and resources for HP programs (ex. Talent ID check box, annual periodization, testing) • Number of competitions hosted in Ontario featuring international-level players • Number of Ontario athletes and coaches benefiting from reduced travel costs and estimated financial savings due to participating in National and International events hosted in Ontario
tomorrow and beyONd	Develop and support the next generation of Ontario table tennis athletes capable of consistently achieving success on the international stage, ensuring a sustainable legacy of excellence.	• Number of players with elite (top 5% at World Ranking List - WRL or podium at World title and major games events), international (top 15% WRL or podium at Continental events) and continental (top 50% WRL) level. • Coaches consistently develop and produce players capable of competing at the elite, international, and continental levels.

ONTARIO TABLE TENNIS