



OTTAWA TENNIS CLUB

2025-2028 Strategic Plan





Vision

"To be recognized as Ottawa's leading tennis club with a variety of sports and social activities for all ages."

Mission

To provide an exceptional and vibrant community hub where members of all ages and skill levels can enjoy tennis, other sports, and engaging in social activities, supported by modern infrastructure and sustainable operations.

Core Values

Respect • Sportsmanship • Honesty & Integrity • Fun • Volunteerism • Inclusiveness



Our Challenges:

The Ottawa Tennis Club faces several interconnected challenges that must be addressed to ensure long-term stability and member satisfaction.

In the early 2000s, our not-for-profit flirted with insolvency. Thanks to the dedication and disciplined actions of previous Boards, staff and volunteers, the Club successfully navigated that crisis. In recognition of this history, the Strategic Planning Committee believes the OTC must continue to operate with strong financial discipline while advancing its vision and mission.

Now more than 100 years old, our historic clubhouse on Cameron Avenue is in need of constant and significant investment. Although the ground floor has been modernized, there is still substantial investment needed in other areas to ensure the long term future of it. The safe, well maintained Clubhouse (which is a Heritage building) is key to maintaining and enhancing our member's experience.

Financial resilience is also a concern as the current model lacks the diversification needed to support future investments and withstand economic fluctuations. The 2024 members' survey overwhelmingly advocated for a year-round tennis option at OTC. The Club must determine whether expanding into indoor tennis is feasible requiring careful analysis of financial, operational, and member-demand implications.

Member satisfaction is essential to the Club's long-term success. High satisfaction strengthens loyalty, and increases retention - creating a stable revenue stream and lowering acquisition costs. Satisfied members also serve as powerful advocates, offering word-of-mouth promotion and reinforcing the Club's reputation. Moreover, member sentiment provides valuable feedback for continuous improvement, enhances the OTC's brand, and can positively influence employee morale.

Strategic Pillars:

The following pillars form the foundation of the Ottawa Tennis Club's 2025–2028 Strategic Plan. They guide decision-making and resource allocation in an innovative, membership-driven manner, ensuring the OTC can effectively address current challenges while advancing its long-term vision and mission.



Pillar 1: Create Long-Term Financial Sustainability Plan

Objective: To achieve a robust and diversified financial model that supports operational excellence, future investments, and resilience against economic fluctuations.

Strategies:

1. Long-term Capital Plan
2. Creating Reserves
3. Explore feasibility of a Fundraising Foundation
4. Prudent Financial Management

Key Performance Indicators (KPIs):

- Long term reserve goal established and maintained by end of 2027.



Pillar 2: Continue to address the ageing infrastructure

Objective: Address the current "Capital Deficit" of the current infrastructure. To modernize and maintain club facilities to provide a high-quality, safe, and enjoyable experience for all members.

Strategies:

1. Comprehensive Resource Assessment
2. Develop a Capital Improvement Plan (CIP)
3. Continue to engage the membership on the state of our capital infrastructure

Key Performance Indicators (KPIs):

- Creation of long-term capital plan by end of 2027.



Pillar 3: Determine Viability of Indoor Tennis

Objective: To thoroughly assess the feasibility of adding indoor tennis facilities to extend play opportunities year-round, and to make an informed decision based on financial, operational, and member demand analysis.

Strategies:

1. Engage professional engineering firm for a technical feasibility study
2. Perform a detailed Market Research & Needs Assessment (assuming technical feasibility):

Key Performance Indicators (KPIs):

- By end 2026, have Go-No-Go decision on technical feasibility. Financial feasibility to follow.



Pillar 4: Enhance Member Engagement and Satisfaction

Objective: To provide compelling reasons for OTC members to join, stay, and feel they receive exceptional value from their membership. Continue to cultivate a vibrant, inclusive, and highly engaged club community where members feel valued and have diverse opportunities for participation.

Strategies:

1. A focus on court experience and tennis excellence
2. Membership enhancements and added value
3. Increase engagement of Pool members
4. Review Membership Pricing Categories
5. Improve Social Opportunities for Members
6. Develop a Robust Member Retention Program
7. Accurate Court availability tracking
8. Improved Junior Programs

Key Performance Indicators (KPIs):

- The Board to periodically assess membership categories.
- By end of 2026 have a robust member feedback system in place, publicizing actions taken from such feedback.

Strategic Planning Committee:

The Strategy Planning Committee has the mandate to create a forward-looking strategy for the OTC which identifies our mission statement, long term goals and strategies. The strategic plan is intended as a North Star, providing guidance to the Executive Director and future boards, and not an implementation plan. Committee members met over seven (7) times. Inputs into the process included 2024 OTC Membership Survey, 2021 OTC Membership Survey, 2021 OTC Strategic Plan, current and historical finances, as well as member insights and discussions. In Spring 2025, Committee members came to consensus that the strategic planning should begin by soliciting members' feedback. A series of five (5) meeting were held where the plan outline was shared with 30 plus members.

Strategic Planning Committee members:

Steve Bickerton (chair), JP Cody Cox (co-chair), Andy Jonynas, Aileen Larkin, Gary Catlan, Tania Zamuner, Bernie Sander, and Megan Paterson (President).