



# THE OTTAWA TENNIS AND LAWN BOWLING CLUB

## 2021-2024 STRATEGIC PLAN







## VISION

To be recognized as Ottawa's leading tennis and recreation club for all ages and levels.

## MISSION

To provide a friendly, respectful, and inclusive environment where members and others can play, learn, and have fun.

## VALUES

Respect \* Inclusiveness \* Honesty & Integrity \* Sportsmanship \* Volunteerism \* Fun

### OTLBC A Welcoming Community



Historic Clubhouse



5 Acres of Fun



18 Clay Tennis Courts



New LED Lights



Swimming Pool



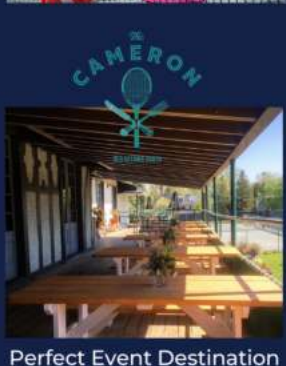
12 Beach Courts



Family Friendly



Licensed Restaurant & Lawn



Perfect Event Destination



## STRATEGIC GOALS



### GOAL #1

Achieve on-going financial sustainability for the OTLBC



### GOAL #2

Renovate the clubhouse to enhance its functionality, ensuring that it provides a unique experience and to preserve OTLBC's historical status.



### GOAL #3

Improve member engagement and satisfaction

## OUR CHALLENGES

As a member-owned club, OTLBC continues to work on engaging its members and bringing awareness to their vital contribution to the future of their club.

Currently, tennis memberships alone cannot fund the operational costs of running OTLBC and our historic clubhouse is in need of major renovations in the next two years, and significant ongoing renovations thereafter.

This strategic plan sets our strategic priority areas for OTLBC to focus on in order to address these challenges, in an innovative and membership driven way.

Covid-19 has had a profound effect on all businesses providing in-person experiences over 2020 and 2021, including OTLBC.



### **Goal #1: Achieve on-going financial sustainability for the OTLBC**

Financial sustainability is key for all stakeholders. Currently, while tennis memberships alone cannot fund the operations, revenue from other organizations, summer camps and event rentals help with the gap. We would like to increase our revenue by increasing membership and diversifying our revenue streams.

#### **KEY ACTIONS TO SUPPORT THIS STRATEGIC GOAL**

- Increase the number of memberships to optimal capacity
- Maintain and improve the pool and surrounding area
- Explore development of new tennis programming
- Develop a non-tennis programming agenda
- Continue to partner with OSSC to offer introductory tennis clinics to encourage new memberships
- Evaluate and assess winter activities, rentals, workshops and programming
- Evolve fundraising outreach campaigns targeting individuals and corporations for donations and legacy giving to contribute to the capital fund
- Develop a communications and positioning plan for OTLBC that proactively targets non members and promotes the club, ensuring alignment with the vision of the OTLBC
- Develop an education and awareness campaign for members on the financial challenges and realities of the club operations
- Explore the clubhouse's second floor revenue opportunities

**KEY PERFORMANCE INDICATOR:** Increase gross revenue over 2020 levels by 35% in the next three years (2023)..



### **Goal #2: Renovate the clubhouse to enhance its functionality, ensuring that it provides a unique experience and to preserve OTLBC's historical status.**

The OTLBC clubhouse is a huge component of the member experience and a major asset for the tennis club. Centrally located, in a beautiful setting, with clay courts, a pool, a balcony and full restaurant facilities mean that no other club can compete with us. As with any historic building, renovations and upkeep are a reality and the clubhouse is long overdue for a major renovation, including partial winterization of the clubhouse.

#### **KEY ACTIONS TO SUPPORT THIS STRATEGIC GOAL**

- Develop an aggressive membership donor campaign, highlighting the importance of the project to the future of the club and tax receipts, with a goal of 100% of members becoming donors
- Develop a proactive fundraising campaign targeting external donors and groups interested in historical properties
- Partially renovate and partially winterize the clubhouse to provide an enhanced environment, to improve the clubhouse's essential structure and facilities, and to mitigate the cost of seasonal repairs and closing
- Develop a fundraising plan targeting the local community and neighbourhood, partnering with local businesses and organizations to boost donations
- Relaunch the corporate sponsorship program
- Continue to use and explore new potential grant monies from governments (municipal, provincial, federal levels) and other organizations

**KEY PERFORMANCE INDICATOR:** Complete the first phase of the project by 2023.



### Goal #3: Improve member engagement and satisfaction

The overall vision of the Club is to provide an outstanding experience for members, one that exceeds their expectations, surpasses the competition, and provides tangible and intangible benefits that members can point to as value that justifies the fees they pay to belong to OTLBC. Increasing the engagement and satisfaction levels of members will also increase the retention rate, thereby increasing our financial sustainability.

#### KEY ACTIONS TO SUPPORT THIS STRATEGIC GOAL

- Develop and promote our core values
- Develop a club ambassador and buddy program to increase the sense of belonging for both new and existing members
- Develop tennis activities and programs for all skill levels
- Survey members annually to gauge engagement and satisfaction to develop action plans
- Develop and lead a consultation process that will engage the membership on important questions related to the Club's by-laws and the rights conferred on members under the by-laws with the goal of helping members understand and participate in the club's governance model
- Develop a member recognition program that promotes engagement, pride and a sense of belonging
- Conduct "entry" and "exit" interviews with new and former members to assess trends and concerns
- Leverage volunteer-led programs for tennis, pool, other sports and social activities
- Develop more OTLBC "swag" pieces to help with a sense of belonging, and to build awareness of the club city wide
- Develop an outreach campaign to existing members using data and technology to leverage and build relationships and engagement
- Explore and develop approaches to diversity and inclusion

**KEY PERFORMANCE INDICATOR:** Increase Overall Member Satisfaction from 85% (from 2016 survey) to 88% in 2022 member survey.

#### WORK BEHIND THIS STRATEGIC PLAN

Over the course of several sessions, the board along with the executive director and chair of the tennis committee engaged in a detailed strategic planning process. The intent of these sessions was to provide a critical pathway for the OTLBC to achieve our vision and mission. As a team we spent several hours thinking deeply about the club and its future. We spent time understanding strategic thinking and expanded our capacity to deliver on our mission. Subsequently, the board formed a strategy committee that has seven members including three non board members of the club. The strategy committee further refined and enhanced the strategic plan.

The result is a strategic plan that will steer the OTLBC over the next 3 years. Our discussions utilized the numerous members surveys, direct feedback from members, membership data, financial reports from the last 5 years and the data we gathered about the general state of tennis in the Ottawa region including competitors.

Format and structure used: Strategic Planning in Nonprofits (SPIN) covering six planning elements: preparing, listening, envisioning, planning, executing, and evaluating.

#### STRATEGIC COMMITTEE

Colin Drysdale - Muthanna Subbaiah - Jenny Mitchell - Susan Yunblut - Megan Paterson - Brian Bencze - Glynnis French - Maria Pierre-Noel

