



Mill Bay Tennis Club  
 Strategic Action Plan 2017-2019  
 Version 1.1

Board of Directors Approval Date: March 19, 2017

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## Review and Change Log

Date	Version	Details
January 15, 2017	1.0	First Draft of Strategic Plan
March 15, 2017	1.1	Final sent to Board for Sign-off

## Introduction

This year, 2017, marks the 25<sup>th</sup> anniversary of The Mill Bay Tennis Club. It was founded in 1992 by a small group of local enthusiasts who made an agreement with the Mill Bay Community League to use the courts behind Kerry Park Arena in exchange for maintenance and management. This agreement, in a modified form, continues to this day. Over the past 25 years the Club has grown from about 20 members to around 85 today.

In 2016, our strategic focus was to grow membership in our club, develop player skills and resurface the tennis courts. During the season, we were able to maintain our membership level, we offered several opportunities for players to develop skills and we resurfaced the courts earlier than planned and at a cost lower than projected.

### *Summary of our 2016 measurable target and results:*

<b>Goal #1 - Increase total membership by 5%.</b>	
<b>Measurable Target</b>	<b>Result</b>
Increase members from 88 to a total of 92 members.	93 members (including dependent members), 84 individual adult members.
Retention rate of 90% of 2015 members.	80%
Total number of new members: 13	20

<b>Goal #2 - Resurface the tennis courts</b>	
<b>Measurable Target</b>	<b>Result</b>
Resurface courts Spring or Fall of 2017	Resurfaced in Spring 2016 instead (1 year earlier) as able to get a large discount.
Fundraise \$22,000 to cover costs above what the amount raised through membership fees	Raised over \$12,500 in total from CVRD, Mill Bay Community League, Local Businesses and Tennis Club Members. It was more than enough needed for the court repairs when put together with funds raised through membership fees.

<b>Goal #3 - Develop player skill levels</b>	
<b>Measurable Target</b>	<b>Result</b>
Organize at least 4 beginner group lessons at the start of the season.	Offered lessons through Art. Only had a couple responses so rather than offering a group lesson, we referred to Art directly.
Offer at least 4 Tennis Practice sessions (at least once a month) with drills and skills development lead by an experienced member.	We offered 4 Tennis Aerobic sessions mid-late season.

For the 2017 season, we have three main goals.

- 1) Maintain a membership level sufficient to achieve a balanced budget.
- 2) Regular and Consistent Communication
- 3) Develop player skill levels

Contained in this document are the measurable targets to for these goals and the high-level tactics proposed. These tactics are not the only means to achieve these goals, but some ideas/suggestions on how to reach them.

We look forward to serving you in 2017!

### *Executive Team – 2017*

- ❖ President: TBD
- ❖ Secretary/Treasurer: TBD
- ❖ Membership Director: David Mogg
- ❖ Social Director: Penny Kemshaw
- ❖ Communications Director: TBD
- ❖ Maintenance Director: Drew Burgwin
- ❖ Public Relations Director: Cathy Waet

# Strategic Goals for 2017

## *Goal #1 – Maintain a membership level sufficient to achieve a balanced budget.*

**Description:** In 2016, our membership level remained the same as the previous year with a total of 87 members. It is a fact that our club has a maximum capacity given we have two courts and limited designated time to use the courts. In 2016, we had the opportunity to use a private court to expand the capacity of our activities but this option will not always be available. Given this, it is realistic to have a goal that maintains our membership level. This does not mean we will pull back on recruiting new tennis members. There will always be natural attrition so bringing new members in each year is an important strategy so the membership does not decline.

### **Measurable Target(s):**

- Total membership level of at least 75 individuals.

### **High Level Tactic(s):**

- Increase coverage of the Club's activities in the local media.
- Set up table outside Thrifty's on a Saturday in April for information and sign-up.
- Advertise Social Tennis Tournaments in community.
- Follow up with previous members who have not joined again to get feedback as to why not.
- Offer lessons and practice time to encourage community members who have not played in a long time to come out and give it a try.
- Offer a minimum NTRP level for some league activities so that people have an opportunity to play with others close to their level.

## *Goal #2 – Regular and Consistent Communication*

**Description:** Communication with our club members has been good throughout the years but our goal this year is to be regular and consistent in all aspects of our communication. Not with just our members, but with our volunteer coordinators and with the community. Our goal is to communicate club news and activities plus listen to our members and solicit feedback on improvements and concerns.

### **Measurable Target(s):**

- Monthly check-in (during season) with league coordinators for feedback and address any concerns they may have.
- Monthly email to members through MailChimp advising of club news, activities etc.
- Survey members in November to obtain feedback of past season.

### **High Level Tactic(s):**

- Train at least two active Board members on the use of MailChimp.
- Develop end of season survey questions to be filled-in on website so data is easily exported and formatted into data that can be shared. Share results with members.
- Activities Coordinator to email (or call) volunteer league organizers once a month to see how leagues are progressing and if they need anything from the club executive.
- Update website with news, activities, and club documentation like minutes of executive meetings and revised bylaws and constitution.
- Attend the monthly Mill Bay Community League Executive meeting to share tennis news and share with our members any news from the community.
- Assign a member to be the contact with the South Island Tennis Association (SITA) and share any relevant news.

### *Goal #3 – Develop player skill levels*

**Description:** Part of the joy of playing tennis is the ability to play well and continuously develop our skills. One of the main purposes of our club is to promote and develop the game of tennis so that can extend naturally to helping our members develop their own tennis skills. This year we want to continue to offer activities that do this.

### **Measurable Target(s):**

- Offer at least 4 Tennis Practice sessions (at least once a month) with drills and skills development lead by an experienced member or professional tennis instructor.

### **High Level Tactic(s):**

- Canvas current membership for people who are willing to lead practice and drills. This can be multiple members who take turns.
- Contact local tennis instructors about offering group classes, activities or lessons.

## **Strategic Plan for 2018 and 2019**

Going forward into 2018 and 2019 we want to continue our focus on maintaining our membership levels and offering services and activities that add value for members. We also want to:

- Continue to maintain a minimum level of 75 members.
- Continue to do a Strategic Plan and Annual Operating Budget.
- Explore partnerships with Kerry Park Recreation and other organizations to expand our reach in the community.

# Appendix – Financial Budget 2017-2019

## 3 Year Budget (2017-2019)

### Mill Bay Tennis Club

	Actuals 2016	Budget 2016	Difference	Budget 2017	Budget 2018	Budget 2019	Notes
<b>REVENUE</b>							
Membership and Key Fees	\$6,390.00	\$5,250.00	\$1,140.00	\$5,625.00	\$5,625.00	\$5,625.00	Fee \$75, # of members used - 75
Investment / Interest Income	\$22,644.14	\$5.00	\$22,639.14	\$10.00	\$10.00	\$10.00	Interest and term deposits cashed in
Grants / Donations	\$12,503.00	\$10,000.00	\$2,503.00				2016- CVRD-\$2000, MBCL \$5000, Donations \$5503
Other Income	\$345.08		\$345.08				
<b>Total Income</b>	<b>\$41,882.22</b>	<b>\$15,255.00</b>	<b>\$26,627.22</b>	<b>\$5,635.00</b>	<b>\$5,635.00</b>	<b>\$5,635.00</b>	

	Actuals 2016	Budget 2016	Difference	Budget 2017	Budget 2018	Budget 2019	Notes
<b>EXPENSES</b>							
Minor Maintenance	\$0.00	\$100.00	-\$100.00	\$100.00	\$100.00	\$100.00	
Major Maintenance	\$17,834.25	\$0.00	\$17,834.25	\$0.00	\$0.00	\$0.00	2016 - Court Resurfacing
Court Cleaning	\$1,022.44	\$875.00	\$147.44	\$875.00	\$875.00	\$875.00	
Social Tennis (Tournaments/Prizes/Balls)	\$622.45	\$400.00	\$222.45	\$600.00	\$600.00	\$600.00	
Tennis BC Membership & Insurance	\$421.60	\$500.00	-\$78.40	\$500.00	\$500.00	\$500.00	
Key production	\$501.17	\$550.00	-\$48.83	\$50.00	\$550.00	\$50.00	2018 -possible new locks and keys
Marketing and Advertising	\$75.60	\$200.00	-\$124.40	\$200.00	\$200.00	\$200.00	Includes website, print, signs etc.
Meetings	\$65.00	\$50.00	\$15.00	\$50.00	\$50.00	\$50.00	AGM expenses
Office Supplies	\$0.00	\$25.00	-\$25.00	\$35.00	\$35.00	\$35.00	
Society Fee	\$25.00	\$25.00	\$0.00	\$25.00	\$25.00	\$25.00	
Misc Expenses	\$5,252.41	\$100.00	\$5,152.41	\$200.00	\$200.00	\$200.00	2016-Donation returns \$5000, Court fee SCLC, PayPal
Term Deposit Purchased	\$12,302.52	\$100.00	\$12,202.52				
Reserve Fund for Future Resurfacing				\$3,000.00	\$2,500.00	\$3,000.00	2018 - reserve is less to cover cost of new lock & keys.
<b>Total Expenses</b>	<b>\$38,122.44</b>	<b>\$2,925.00</b>	<b>\$35,197.44</b>	<b>\$5,635.00</b>	<b>\$5,635.00</b>	<b>\$5,635.00</b>	

	Actuals 2016	Budget 2016	Difference	Budget 2017	Budget 2018	Budget 2019	Notes
<b>NET INCOME</b>							
Total Revenue	\$41,882.22	\$15,255.00	\$26,627.22	\$5,635.00	\$5,635.00	\$5,635.00	
Total Expenses	\$38,122.44	\$2,925.00	\$35,197.44	\$5,635.00	\$5,635.00	\$5,635.00	
<b>Net Income (Loss)</b>	<b>\$3,759.78</b>	<b>\$12,330.00</b>	<b>-\$8,570.22</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	

### CASH POSITION (Including term deposits)

	Actuals 2016	Budget 2016	Difference	Budget 2017	Budget 2018	Budget 2019	Notes
Start of Year	\$14,100.71			\$7,622.50	\$10,622.50	\$16,122.50	
End of Year	\$7,622.50			\$10,622.50	\$13,122.50	\$16,122.50	Total includes reserve fund for future resurfacing.