Sample of A Strategic Plan
for
Ontario Racquet Club

This document sets out a strategic plan for Ontario Racquet Club. It reviews strengths, challenges and opportunities; presents a series of statements relating to Ontario Racquet Club's vision, mission, values and objectives; and sets out its proposed strategies and goals.

Strengths, Challenges & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities for Ontario Racquet Club:

Strengths:

- 30 years of business - great history
- central location, one stop shop - something for everyone
- Top ranked Academy in country
- 17 tennis courts, indoors and outdoors
- ability to host major tournaments
- ability to host tennis banquets, symposiums,
- over 1700 members in tennis dept
- great financial stability, member retention
- very little competition
- active in community clubs, schools
- great feeder program structure
- positive image in community

CHallenges:

- not enough courts in peak times
- tough to communicate to all members
- can't fill courts in off peak times
- lack a key leader of tennis department
- tennis pro’s apathetic, lack drive
- past 7 years steady loss of tennis enthusiasm
- lack clay court surface
- not air conditioned in summer
- Academy program needs special school for HP athletes
- Lack Mental Training coach
- Members slipping through cracks, not being looked after
- Large club can feel cold, unwelcome, cozy
- Tennis department lacks good administrative structure

Challenges:

- competition from other sports, activities for leisure time, disposable income
- tennis industry is not growing
- bubble industry
- cost of indoor courts, membership
- Competition from other clubs

Opportunities:

- combine fitness with tennis
- create family time programming
- offer high profile tournaments
- strengthen academy program
- improve adult program
- create Canadian Centre for Performance Training

Vision

The promoters' vision of Ontario Racquet Club's tennis department in 3-4 year's time is:

> We will be the leading health racquet and fitness club in Ontario and one of the best in Canada. The Tennis Department will provide the club with strong membership & financial growth, low attrition, high court utilization, unparalleled junior and adult programming, and a tennis staff that is revered in the industry.

Mission Statement

The central purpose and role of the Tennis Department within Ontario Racquet Club is defined as:

> To provide ORC members and surrounding community with the most comprehensive tennis programming that offers a something for everyone concept.

Corporate Values

The corporate values governing Ontario Racquet Club's development will include the following:

- To take a leadership role in developing and championing the growth of tennis in our community tennis clubs, parks and schools.

- To hire, train and compensate staff members so that we will be the envy of all other clubs
- To plan, prepare, implement, and constantly review our goals, strategies and processes to ensure the financial viability and member satisfaction within the club.
- To constantly research and strive to enhance the member experience in terms of tennis training methodologies, social and competitive venues, and facility management

Business Objectives

Longer term business objectives of Ontario Racquet Club are summarized as:

- #1 Tennis Academy in Canada
- Achieve 90% + member satisfaction level and value of club
- Minimum of 25% EBITA
- Have all tennis staff certified minimum level Coach II, CP 2
- Create Canadian Centre for Performance Training
- Strengthen ties for feeder facility for all community clubs, parks programs

Key Strategies

The following critical strategies will be pursued by Ontario Racquet Club:

1. Hire proficient, qualified tennis director
2. Hire proficient, qualified Mental Performance Trainer
3. Host major national junior and adult championships
4. Hire and train performance coaches for adult and junior programs and academy
5. Hire and train administrative assistant for all incoming calls, member retention, paperwork
6. Utilize committees, focus groups, and surveys to garner information and support of new programs/activities to fill off peak hours and deal with peak demand
7. Develop all encompassing Junior academy to incorporate school programming,

The following important strategies will also be followed:

1. Research benefits/weaknesses to creating not for profit Junior Academy
2. Research benefits/weaknesses to creating not for profit CCPT
3. Prepare capital budget to incorporate new member and new program revenues to help finance resurfacing outdoor courts 8-12
4. Prepare capital budget for 4 year retrofit of indoor roofing and lighting
5. Solicit and secure long term sponsors/partners for financial need athletes, internal and external promotions
6. Implement a member retention program which will integrate new members and follow up on low user members

7. Host a tennis symposium for coaches
8. Host a yearly local tennis tournament for all tennis clubs in Mississauga/Oakville
9. Actively involve all coaches in as many coaching events, tournaments, seminars
10. Create and foster a cross section of tennis members for committee to gain feedback and support for new initiatives

Major Goals

The following key targets will be achieved by Ontario Racquet Club over the next 3-4 years:

- 90% court occupancy from 9:00am to 10:00pm
- Increase net revenue by 20% from 2004 year end
- All tennis staff will be minimum Coach 2, with minimum 5 staff at Coach 3
- Canadian Centre for Performance Training established with multiple sports being catered to
- Yearly national tennis tournament hosted with banquet
- Yearly national symposium for sports with renowned speakers in all facets of technical/tactical, physical, and mental training methodologies
- Seamless integration and retention program for new and existing members
- Insulate and retrofit indoor roofing and lighting for high efficiency heating/air-conditioning and lighting

Strategic Action Plans

The following strategic actions will be detailed in an action plan on how to implement:

1. Restructure tennis program and coaches with new TD
2. Secure national and local tournament with sponsors
3. Create detailed plan for schools program with SMART Goals

Each objective, strategy, and major goal will have an action plan and timelines.