

AMBERWOOD VILLAGE RECREATION ASSOCIATION (AVRA) STRATEGIC ROAD MAP

June, 2020

AVRA MANDATE (FROM THE CURRENT AVRA BYLAWS)

“To best ensure the continued existence, viability and value of the Association’s assets for the use and enjoyment of the residents of Amberwood Village; and in so doing, contribute to maintaining and enhancing the property values of the owners.” *

Proposed bylaw change:

“To best ensure the continued existence, viability, and value of the Association’s assets for the use and enjoyment of the residents, members and guests in Stittsville / Kanata; and in doing, contribute to maintaining and enhancing the property values of the owners in Amberwood Village, Amber Lakes, and Wyldwood”.

PROCESS OVERVIEW

① *Situation Analysis* ② *Options Assessment and Recommendations* ③ *Execution*

Review of current situation

Identify potential options and risks

Plan & execute work

Review and analysis

Comm. Insights and adapt

We are here

We are currently gathering input from a wide variety of stakeholders including members (AVRA, AVGCC), guests, local municipal representatives, and members of the community

AMBERWOOD (AVRA, AVGCC) S.W.O.T. ANALYSIS

STRENGTHS

WEAKNESSES

OPPORTUNITIES

THREATS

STRENGTHS

- Ownership of a repairable 9-hole golf course, pool, tennis courts, clubhouse, annex, and outbuildings
- Parcels of land (Trailway lots and land near equipment shed) which could provide much needed infrastructure capital
- Sustainable rental income (ie: Johannsen, ALE)
- Clubhouse and buildings offer the potential for renovation and redevelopment which would allow the addition of more amenities to broaden appeal

WEAKNESSES

- Currently not a 12-month operation, no winter activities
- Limited community awareness, and engagement
- Significant capital infrastructure investment required
- No reserve fund – reserve fund used in rebuild after 2nd fire
- AVRA has no ongoing or annual revenue stream

OPPORTUNITIES

- Repair and expand amenities to broaden appeal, provide year-round activities to increase membership
- Create partnerships (pool, golf, tennis, arts and crafts, educational)
- Enhanced member and community communication, marketing
- Expand local marketing beyond Stittsville, Kanata and adapt to changing community demographics with family programs
- Recognize both sustaining and active members, and create affordable family memberships

THREATS

- Current capital crisis requires immediate action
- Limited short-term financial resources
- Current operating model does not currently provide for a reserve fund
- Declining membership
- Continued infrastructure deficit

HERE ARE SOME THINGS YOU SAID YOU WOULD LIKE TO SEE

- Use empty rooms and lounges for classes, guest speakers, euchre and bridge
- Coffee shop, snack bar, tax preparation service
- Winter activities – cross-country skiing, snowshoeing
- Adult amenities such as yoga, massage, Pilates, spa
- Family-friendly amenities such as daycare, horseshoes, basketball court, swing sets, and ice rink
- A walking path between Amberwood and Amber Lakes with lights for evening walking
- Partnerships with Wellings and Hazeldean Gardens

WHAT WOULD SUCCESS LOOK LIKE?

A vibrant year-round lifestyle destination and community activity center in Stittsville.

A “village center” feel that is welcoming, accessible, and affordable.

A meeting place within the community where guests can come and relax for entertainment, fun, food, and activity.

TO GET THERE WE NEED THE FOLLOWING:

- **A vibrant and diverse place for members and guests to enjoy quality activities and service**
- **Optimization of Amberwood's real estate and capital assets based on a long-term plan that ensures we are prepared to make informed decisions regarding our land and buildings**
- **A strong foundation of financial sustainability including good financial management, clear performance metrics and open, transparent communication**
- **Keeping relevant in the community by adapting to new lifestyles, technology and environmental insights**
- **Good governance and community engagement with members, staff, volunteers and the Board working together to provide quality activities and service with a spirit of continuous improvement.**

SHORT TERM ACTION PLAN

**AVRA
Vision**

A vibrant year-round lifestyle destination and community activity center in Stittsville

**Strategic
Pillar**

Vibrant and Diverse Membership

**Near-Term
Action
Items**

- Develop a Marketing Plan, appoint a Marketing Coordinator and implement the plan**
- Appoint a Volunteer Coordinator**
- Appoint a Fundraising Coordinator**
- Develop and promote winter programs**
- Establish new membership types to broaden appeal**

VIBRANT AND DIVERSE MEMBERSHIP - PROPOSED NEXT STEPS

- Conduct search and appoint Marketing Coordinator
- Begin to map out plan to implement Marketing Plan
- Establish a small group to review and develop a proposal a new suite of memberships for 2021

SHORT TERM ACTION PLAN

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**Strategic
Pillar**

Optimize Real Estate and Capital Assets

**Near-Term
Action
Items**

- Conduct a thorough assessment of buildings and identify potential options**
- Develop a long-term campus plan including both land and buildings**
- Complete a Reserve Fund Study and implement recommendations**

OPTIMIZE REAL ESTATE - PROPOSED NEXT STEPS

- Review available spaces within club house and develop opportunity list and proposal

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Financial Sustainability

**Near-Term
Action
Items**

- Establish a Finance Committee**
- Conduct a members' vote on the sale of the Trailway lots**
- Appoint a Fundraising Coordinator and launch a fundraising campaign**
- Establish a Reserve Fund target and develop a plan to fund it**

GOVERNANCE - PROPOSED NEXT STEPS

- Seek out second community member for Finance Committee
- Finance Committee – develop options and proposal for annual revenue model
- Finance Committee – develop proposal for metrics and scorecard
- Finance Committee – commence planning for Reserve Fund Study

SHORT TERM ACTION PLAN

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**Strategic
Pillar**

Good Governance and Community Engagement

**Near-Term
Action
Items**

- Create a task team to develop a plan and timetable to wind down the AVGCC lease**
- Establish a sound committee structure to meet our needs**
- Revise Bylaws to reflect current and future needs, and conduct member vote to approve**
- Conduct an annual member survey**

FINANCIAL SUSTAINABILITY - PROPOSED NEXT STEPS

- Create a task team to develop an implementation plan for the wind down of the AVGCC lease
- Assign a sub-committee to develop a proposal for the new structure post-migration of AVGCC

SHORT TERM ACTIONS - PROGRESS REPORT

Action Item	Status	Comments
Develop a Marketing Plan	Complete	In Business Plan
Appoint a Marketing Coordinator	Complete	In Business Plan
Appoint a Fundraising Coordinator	Complete	
Appoint a Volunteer Coordinator	Complete	
Develop and promote winter programs	In Process	
Establish new membership types to broaden appeal	In Process	
Conduct assessment of buildings and identify potential options		
Develop a long-term campus plan including both land and buildings		
Complete a Reserve Fund Study, establish a target		
Establish a Finance Committee	Complete	
Conduct a members' vote on the sale of the Trailway lots	Complete	Process on track
Create a team and develop a plan to wind down the AVGCC lease	In Process	Vote at AGM
Establish a sound committee structure to meet our needs	In Process	
Revise Bylaws to reflect current/future needs, member vote	In Process	Vote at AGM
Conduct an annual member survey		