

DRAFT STRATEGIC PLAN FOR AVRA 2026-2030 - FOR DISCUSSION

This plan updates and replaces AVRA's 2023 Strategic Roadmap, and is intended to be in effect from 2027 to 2031. Progress toward results will be reported on in AVRA's Annual Report. The plan will be reviewed and adjusted as required on an annual basis.

VISION: Responsible stewardship ensures Amberwood’s enduring social and environmental benefits			
PURPOSE: The Amberwood Village Recreation Association (AVRA) operates a sustainable business in order to maintain Amberwood’s greenspace, while providing recreation and healthy living opportunities to Amberwood Village homeowners, and the greater community.			
THE COMMUNITY	THE LAND	THE BUSINESS	
STRATEGIC OBJECTIVES			
To strengthen, through engagement and memberships, the Amberwood Village community’s support for and participation in the recreational, social, and volunteer experiences that Amberwood offers.	To foster, through responsible stewardship and knowledge sharing, the AV homeowners connection with the natural environment of Amberwood.	Activities at Amberwood Village Golf and Recreation Club (AVGRC): To oversee, with transparency, accountability and foresight, the operation of a high quality, thriving recreational club.	Facilities: To manage Amberwood’s recreational assets and buildings through best business practices in a manner that weighs long-term financial, social and environmental considerations.
“SMART” GOALS* AND METRICS			
Achieve and sustain annual membership of 350 homeowner households, reflecting strong community engagement Member household represented at the Annual Meeting reaches 25% of total membership Engage at least 90 volunteers	Enhance Amberwood’s greenspace/ tree canopy, with at least 2 trees planted for each one removed. Leverage advanced technologies to promote best use of water and pesticides, to maintain or exceed full compliance with water drawing and herbicide regulations	Strengthen AVRA’s oversight of club operations in a transparent manner with quarterly strategic discussions between the AVRA Board and TMSI Sports Management leadership Grow AVGRC’s revenues relative to expenditures by achieving results in the Board approved annual budget, +/- 5%	Enhance AVRA’s capacity to optimize third-party business relationships so that steady income is secured with three tenants Develop a medium term plan for appropriate management and optimal use of our physical spaces and buildings that aligns with the Reserve Fund Study

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annually in support of Amberwood's community initiatives and operations Encourage continuous leadership by attracting at least two volunteers per year interested in serving on the AVRA Board Increase participation by AV homeowners in the Amberwood Village Golf and Recreation Club's (AVGRC) programs and amenities, including ALE, Beauty Salon, trail walking and all organized activities, with at least 80% of AV member households reporting use annually per AV survey	Protect turtles and songbirds on the golf course by installing 3 turtle nest boxes and songbird nesting boxes annually Remove all stands of invasive phragmites on Amberwood property as required annually Continue to promote Amberwood as a greenspace, so that at least 85% of AVRA survey respondents attach a high value to the peace and quiet of Amberwood's greenspace	Optimize use of the golf course to achieve a Utilization Rate of 60% to 70 %. Operate AVGRC recreational activities effectively so that at least \$70k can be contributed annually to AVRA's Reserve Fund Strengthen AVRA/AVGRC's capacity to forecast and mitigate business risks by updating annual scans and risk mitigation strategies	Ensure future financial stability with a Reserve Fund balance of no less than \$100k Adopt a procurement policy that considers environmental and social factors for all purchases over \$10k..
STRATEGIES TO ACHIEVE OBJECTIVES			

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Respond to AVRA member feedback obtained via biannual member surveys. Review AVRA fees and privileges to incentivize AVRA membership and participation at the AVGRC. Maintain regular feedback mechanisms with AVRA members. Evaluate the Volunteer Program to include a volunteer recruiting plan. Actively recruit new board directors at Volunteer Appreciation, volunteer committees and all board events. Continue to offer events to AVRA members that support our strategic objectives.	Continue to mitigate overpopulated or invasive species, in collaboration with MVCA and AVGRC. Invite those with expert / Traditional Knowledge of this land to share with AV homeowners. Implement conservation efforts to support species (turtles, songbirds, etc.) threatened by habitat loss, climate change, etc.	AVRA and TMSI conduct quarterly HR and operational check-ins, as per contract Undertake an annual Environmental Scan / SWOT analysis of the current operating context, and adopt strategies to manage risks - potential disruptions, including those due to climate change. Continue to adopt and implement golf course management best practices as per TMSI contract. Continue to conduct and respond to annual surveys of club member and greens fee golfers (Net Promoter Score?).	Establish capital spending priorities over 5 years in alignment with the 2026 Reserve Fund Study. Undertake a forward plan for investment in golf course maintenance. Develop a long term plan for refurbishment of clubhouse and Annex, that includes research and AV consultation. Update the inventory of all Amberwood assets (purchase details, warranties, maintenance plan, contractor information) and services.	
Stakeholder Relations: Foster collaborative and mutually beneficial relationships with AVRA stakeholders e.g. Amberwood Village homeowners, AVGRC clients and members, TMSI, AVRA's tenants, City of Ottawa, MVCA, Indigenous groups, Stittsville community / heritage partners.				

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*A SMART goal is used to help guide goal setting. SMART is an acronym for Specific, Measurable, Achievable, Realistic, and Timely.

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