



Downshire Tennis Club

Strategic Plan & Grant Application
For Two New Covered Courts
Committee Proposal for Members' Approval
EGM Wednesday 30th November 7.30pm

Strategic Plan

“Developing club’s programme and two extra covered courts for benefit of members, future generations and our community”

- Background.
- Rationale for Development.
- Site Options, Evaluation & Costs
- Project phasing and financial plan
- Levy, membership growth and funding options
- Grant Application – Submitted October 2011
- Summary
- Roles, leaders and key actions
- EGM – Motion to members

Background

Downshire Tennis Club is a private, not for profit, club founded in 1936. Its purpose is introducing people to tennis, where they can enjoy a healthy sport for life – for all ages, abilities and social and ethnic backgrounds. Members enjoy competitive and social play and friendships flourish. The club has a long tradition of serving the community.

In 1994 the club needed to replace two concrete courts, reroof and refurbish the clubhouse and had a bank balance of £500.

Leadership was refreshed, the committee was widened from eight people to 25 and a strategic plan was formulated to:-

- Increase senior subs from £35 to £50 +42%.
- Increase membership by 100 (100 members in 1994 to 200 members in 1998).
- Improve club coaching and social programme.
- Three new astroturf courts, enhanced floodlights and reroofed clubhouse.
- Lottery funding was obtained and the project was completed and paid off in four years.

In 2004 the club was endorsed by Tennis Ireland as a role model of excellence, winning the Eagle Star Club award from 200 clubs across Ireland. The citation acknowledged dynamic growth (100 members in 1994 to 500 members in 2004), strong leadership, club programme, ongoing commitment to community outreach and continuous improvement.

Background cont...

We need to reflect on our ongoing achievements as we face this challenge, taking the time to deliberate and analyse in making the decision.

However, we must also have the confidence that this is a continuation of the journey of our club and its role in serving our community.

Rationale For Development

- Need for More Court Time (Capacity Constraint)
 - Average Membership 2004 to 2011: $500 \div 3 \text{ Courts} = 166 \text{ Members per court}$.
 - Compares to average in Ireland of 50 members per court. (successful clubs have 150 members per court)
 - Coping strategies have been effective, none the less we are restricted in our Club Programmes;
 - Junior & Juveniles- Court booking and Play times.
 - Adult beginner coaching.
 - Club Nights during May & June- Mixed League.
 - Limited Booking Slots during May & June- Disrupts regular play.
 - Most Clubs offer coaching in evenings.
 - 6pm to 9pm difficult to get slots for play.
 - No covered courts to allow play in winter
 - Winter weather disrupts play, court bookings and tournaments
- Covered Courts
 - This would allow continuous play in winter.
 - We risk being left behind (Boat Club – 3 Courts & Plan 4 more covered/David Lloyd/Hilden/CIYMS/Windsor).
- We need to invest for the future to remain true to our ethos of outreach in our community & introducing people to tennis.

Site Options, Evaluation & Costs

- Figures match grant application, includes professional fees & VAT.
- Ballpark budget figures used, may be reduced by recessionary pricing.
- Committee agreed to pursue grant for Old Coach Road because of planning approval, cost and timing

Site Options, Evaluation & Costs

Preferred Option is Old Coach Road

- Old Coach Road

- Planning approval for 2 courts covered by a seasonal bubble in winter.

- Annual rent £1k per year @25 year lease = £25k+
- Development Cost approx £350k **Total Cost £375k**
- Lagan Grant Scheme applied for Oct2011
- Covered Courts could be available 2013

- Hockey Club

- Issues to be resolved before Planning Application.

- Lease Cost/Road Noise & Lights/Wind Turbine.
- Time and Risk of planning approx 5 years
- Annual rent £10k per year @ 25 years = £250k + Development Cost approx £300k **Total Cost £550k**

Project phasing and financial plan

- Project cost is £410k – two new courts and refurbished three existing courts.
- Project funded by all members through a levy until debt is paid off.
- If plan doesn't go ahead then any levy paid will be rebated against next year's sub.
- Levy needs to be viewed as an extra £35 for Seniors as sub levels would have to increase by £20 to cover inflation, extra maintenance and running costs regardless of development

Financial Plan to be formulated based on the following assumptions;

Plan surplus of £45k/yr from Levy and existing surplus									
	2011	2012	2013	2014	2015	2016	2017	2018	2019
Bank Balance	£140k	£185k	£230k	£25k	£50k	£75k	£100k	£65k	£5k
Surplus	£20k	(levy)£45k	(levy)£45k	(levy)£45k	(levy)£45k	£25k	£25k	£25k	Levy Stops
Loan	-	-	-	£100k	£90k	£80k	£70k	£60k	-
Extra costs (loan)	-	-	-	-	£20k	£20k	£20k	£20k	-
Contingency to Offset Members who leave because of the levy extra £102k									
New Members	510	25/535 £4k	25/560 £8k	25/585 £12k	25/610 £16k	25/635 £20k	25/660 £24k	25/685 £28k	25/710 £32k
Fundraising Sponsorship	-	£5k	£10k	£15k	£20k	£25k	£30k	£35k	£40k
Personal Deposits	-	-	£10k	£10k	-	-	-	-	-
Life Membership	-	2/£4k	2/£8	2/£12k	2/£16k	2/£20k	2/£24k	2/£28k	2/£32k
Two new courts	-	-	Oct/Nov £250k	Bubble Q4 £100k	-	-	Refurb courts Q4 £60k	-	-

For discussion

- Enhanced facilities and programme = we need to pay more.
- Assume membership leakage of 55x£163 average equates to £9k/yr. People may leave because of the Levy.
- Fund raising/sponsorship/advertising/16 life memberships/new members can be offset extra £100k and used to reduce levy earlier as debt paid.[Contingency]
- A target of 710 members at £32k – 200 extra members at £163 average subs, 142 members per court, below our current levels of 170 members per court and in line with good practice of 150.
- If we get a grant and attract personal deposits then levy can be reduced accordingly.

Levy

- The development needs to be funded by the club's members, until the club pays off debt. The current plan assumes 2017 but this may be quicker depending on grant aid, membership recruitment, personal loan deposits, life membership and fundraising.

Consideration

- Senior subs of £35 in 1994 and £50 in 1995 - increase 42%, levy proposal from £180 to £235 – 30% increase.
- Tennis club's covered courts. Davy Lloyd £800/Boat Club £500/Windsor £415/Proposed levy at £235 gives reasonable value.
- The majority of members of multi sports clubs play one sport.
- Real value comes from numbers in peer groups, enabling competitive play, social programmes and developing friendships.

270 seniors x £55 (£180 in 2011 and £235 in 2012) = £15k

110 juniors x £35 (£65 in 2011 and £100 in 2012) = £4k

130 juveniles x £25 (£50 in 2011 and £75 in 2012) = £3k

20 life members x £50 = £1k

Extra revenue approx
£23k per year

- Hilden seniors £360 and juniors and juveniles £215-under 16s and £255-under 21s
“New covered courts and club programme requires us not to undersell what we offer the community.”

Membership Growth – Extra £32k per year

- 2010 – 464/ 2011 – 512/ 2013 – 710.

Extra 200 members at average levied sub £163 = £32k per year in 2019 (25 members per yr).

Community Outreach for Growth

- Free Saturday Morning Coaching – March/April (Partnership Schools).

Widen Scope – Dromore, Moira, Ballynahinch & Secondary Schools.

- Wimbledon Weekend – Open Fun Days (a la Naas – 211 New Members).
- Internet Outreach – Group-on deal. Offer 2012 Membership for £50 in August – Assume 40 x 50 = £2k, Revenue £1k in 2012. But Likely Retain 22 Members in 2013 at £137 = Extra £3k.
- Introduce Friend & Neighbour – 10 new Members at £137 = £1.3k. Rebate Sub to Introducing Member/Senior/Junior/Juvenile – Depending on who does Introduction (via Facebook etc.). Plus Two Entry into T.I. Draw for Wimbledon Tickets (Value £20 – but may Catch on).
- Sell Two Life Memberships at £2k Each = £4k and Club will Rebate your Sub.

With 15% Fall Off Each Year we Need 100 new Members in 2012 to Achieve 532 Targeted Members.

80% members play less than 20% of the time but fund the Club for the 20% regular players

We Need to be More Innovative in our Approach and also by These Options Those who work to Develop our Club in this way can avoid paying any sub.

Fund Raising/Sponsorship/Social Programme/Advertising – Extra £5k per year

- There is an Opportunity to Enhance Revenues

Sub Committee may Consider.....

- Focus all Events on Project Fund Raising.
- Brochure Advertising Extra £1k.
- Captains Day & Ballot Extra £1k.
- Club Advertising Signs Extra £1k.

Summary

- Project cost of £410k – two new covered courts and refurbish the three existing courts. Levy of £25k a year x 8 years = £200k
- Two new courts September/October 2013, covered by bubble in September 2014, three existing courts refurbished in September 2017. Project paid for by 2019. £4k for new members x 8 years = £32k
- Members levy introduced in March 2012 and withdrawn when debt cleared in 2019. Dependant on membership recruitment, life memberships, personal loan deposits, fundraising and grant aid. £4k for life members x 8 years = £32k
- Decision process :- Development Committee formulate strategic plan – September 2011.
- Committee reflection and discussion October 2011.
- Decision then circulated to members and discussed at EGM at 30th November 2011
- £130k could deliver extra revenue and reduce need for levy earlier. However best to use as contingency for planning. £5k fundraising/advertising x 8 years = £40k
- Final draft needs to include roles/leader/key actions for each aspect. Personal loan deposits x 3 year term at 5% interest ? Assume £30k

Project roles, leadership and key actions draft

Existing club management roles, sub committees and key actions need updated and augmented.

Project roles.

Contact MGT.

Bank loan.

Personal loan deposits (3 years at 5%).

Life memberships.

Social programme and fundraising.

Advertising and signage.

March/April – Saturday morning coaching (widen scope).

Wimbledon weekend open (a la Naas).

Internet outreach (Groupon).

Introduce friend and neighbour (Facebook etc).

EGM at Clubhouse Wed 30th November 7.30pm

- Proposed Motion

The Committee of the Club should proceed with the proposal to build two new courts, covered with a seasonal bubble at the Old Coach Road site as set out in the strategic plan

For the motion

Against the motion