Ocean Park 5 Year Strategic Plan
The purpose of the Strategic Plan is to strengthen Ocean Park as a vibrant, financially sound, multi generational Chautauqua community, rooted in its heritage and open to new ideas, by expanding programs, improving infrastructure, deepening member engagement, and building the organizational capacity needed to support year round connection and future growth.

Strategic Plan Presentation

2026-2027 Priorities

- Strengthen Financial Stability and Revenue Growth
- Strengthen Organizational Capacity
- Deepen Donor Relationships & Member Engagement
- Strengthen Programs and Advance Environmental Stewardship

By the end of 2027, OPA will have visible progress on our top strategic objectives;
What does Success look like?

1. **Strengthen Financial Stability and Revenue Growth**
   Strategies
   - Launch a coordinated fundraising strategy (annual fund, grant development, sponsorships, fundraising events)
   - Develop a Lead Donor plan
   - Seek environmental, program and historical grants
   - Provide budget guidance to committees
   - Multi Year Budget plans which include capital budgeting
   - Establish a Board approved Financial Reserves Policy
   - Integrate IT with all relevant functions and analytics
   - Improved Asset & Property Utilization
     - Develop rubric to assess and rank building priorities for grants, capital projects, repairs using Barba & Wheelock Engineering study as one input

   Measurements
   - Increase Membership by 5%
   - Increase Annual Fund by 20%
   - Corporate Sponsorship Goal: $40k
   - Gala and Fundraising Events goal: $65k
   - Grants income goal: $25k
   - Complete Restricted gifts in pipeline

2. **Strengthen Organizational Capacity**
   Strategies:
   - Clarify Board Structure to enhance Board efficiency
   - Develop Staffing Plan

Measurement:

- Propose updated Bylaws in support of Board Structure for Annual Meeting Approval
- Revised Structure defined and adopted

3. Deepen Donor Relationships & Member Engagement
   Strategies:
   - Expand programming beyond summer season
   - Update and enhance Public facing messaging
   - Expand Partnerships and Community Presence

   Measurements
   - Track donor and membership growth rates and retention rate year over year
   - Track # of new members joining
   - Track % of Donors and members upgrading to higher levels of giving
   - Track # of partnerships

4. Strengthen Programs and Advance Environmental Stewardship
   Program Strategies:
   - Establish Program Council
   - Annual theme integration
   - Balanced calendar coordination. (Balance is defined as meaningful choices across audiences, program areas, and times of day)
   - Develop a plan for future signature programs and partnerships.

   Measurements:
   - Track Attendance at events
   - Consistently measure program quality and participant experience.

   Environmental Stewardship
   Strategies:
   - Develop Resiliency and Stewardship plan for OPA
   - Partner with OOB, Saco and neighbors on shared environmental stewardship initiatives
   - Offer Sustainability workshops and projects

   Measurements:
   - Draft Resiliency Plan
   - Track # of conservation projects
   - Track participation in Environmental programs
   - Track partenrships formed

As OPA continues implementing our strategic plan, priorities will be refined annually. These efforts will position OPA to remain a thriving, welcoming, and sustainable community for generations to come.