FIVE-YEAR STRATEGIC PLAN PROGRESS REPORT TO THE BOARD

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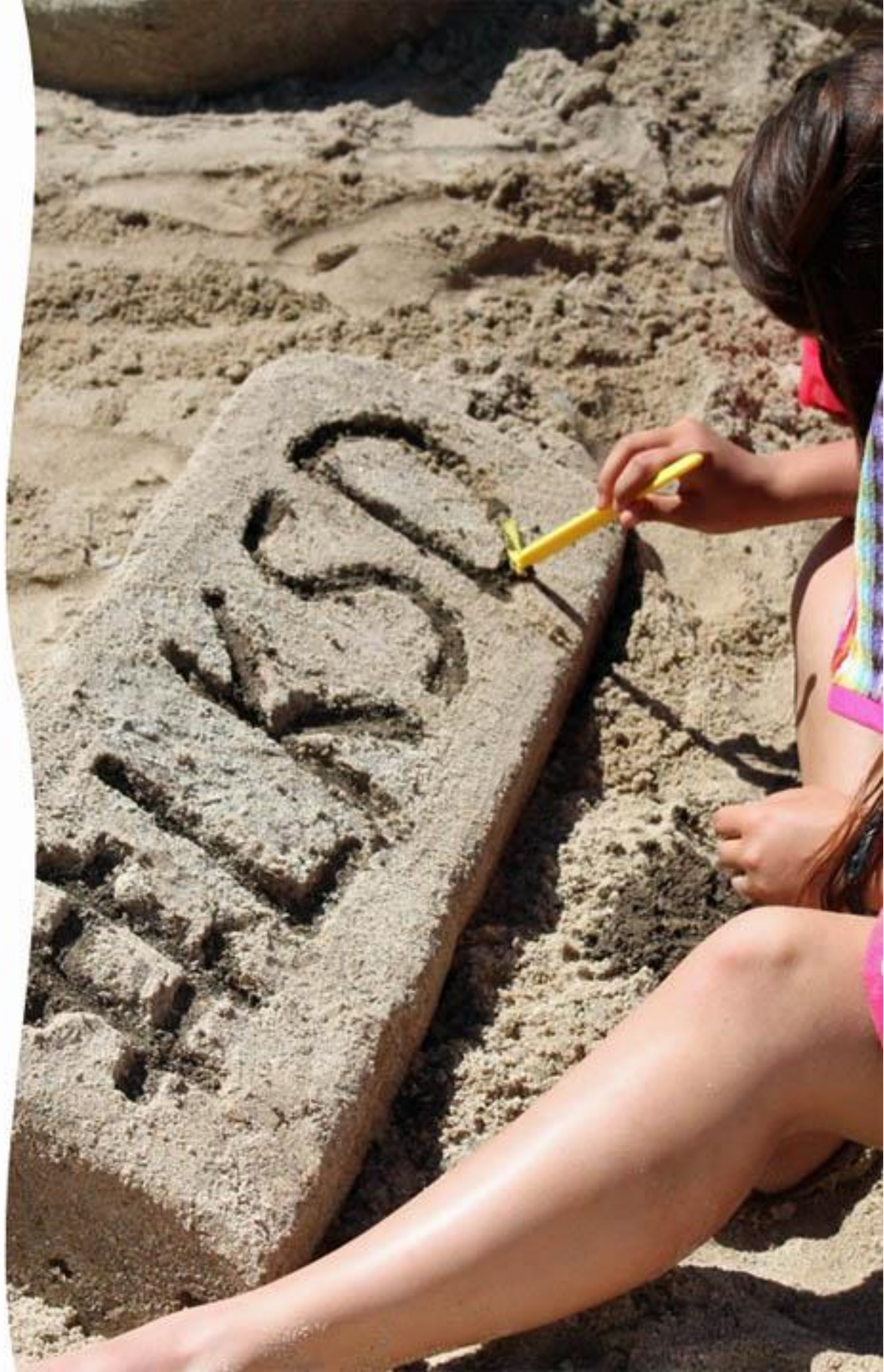
www.lakesideohio.com

Executive Overview

Lakeside continues to make disciplined, measurable progress toward the goals of the Five-Year Strategic Plan. Over the past two years, the organization has moved decisively from **Vision to Execution:**

- ✓ Strengthening core operations
- ✓ Investing in guest experience
- ✓ Advancing long-term planning
- ✓ Laying the foundation for sustainable growth

Lakeside is now shifting from **stabilization and planning** into **integration, prioritization, and readiness** for a comprehensive capital campaign. Continued Board partnership is essential as we align capital decisions, funding strategies, and program expansion with mission and market realities.



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Strategic Scorecard

FINANCIAL HEALTH

Operating discipline improved; diversified fundraising strategy under development. Pre-campaign & feasibility phase underway.

GUEST EXPERIENCE

Gate modernized; digital access improved. Program season expanded to **16 weeks**, including extra September weekend.

MISSION & PROGRAMMING

Multigenerational and youth programming increased. Virtual and hybrid programming introduced.

INFRASTRUCTURE & ASSETS

Shoreline stabilization completed. Building audit completed. Capital prioritization framework in development.

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SHORT-TERM PRIORITIES · YEARS 1–2

Lakefront Facilities & Financial Plans

Lakefront Facilities

Completed West Shoreline revetment project with seating wall and walking path. Pavilion painting in 2025; maintenance and repairs scheduled for spring 2026. Researched Cleveland-area nonprofits leveraging tax credits for capital projects.

Next: *Define long-term capital needs for dock, beachfront, sailing center, and pavilion; integrate into pre-campaign feasibility study.*

Financial & Fundraising Plans

Drafted Lakeside's first integrated financial plan. Identified strategies to stabilize gate revenue and reduce operating expenses. Expanded sponsorships and partnerships for the 150th and beyond. Donor base increased near pandemic levels.

Next: *Launch pre-campaign & feasibility study Fall 2026; present multi-year capital campaign plan to both Boards in November 2026.*

Marketing, Technology & Guest Experience

SHORT-TERM PRIORITIES · YEARS 1–2

Marketing & Communications

New website complete (2023); SEO, visit pages, and event calendar improvements ongoing. Recognized with **America In Bloom Business District** and **Main Street** awards after 150th Celebration.

Next: *Strengthen data analytics, advance digital engagement, plan Hoover 100th celebration for 2029*

Guest-Friendly Technology

Upgraded gate scanners; improved ticket purchasing and online sales. Online class registration implemented. Launched **Genuine Care Hospitality** focus with revamped staff training.

Next: *Develop interactive Lakeside app; evaluate additional guest-facing technologies for 2027.*

Gate Experience & Traffic Flow

Fast-lane entry implemented; reduced reliance on cash and at-gate purchases. Improved traffic flow. Expanded Bike Safety protocol community-wide.

Next: *Continue refining gate operations; explore additional automation and signage improvements.*

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Family, Youth & Historic Preservation

Family & Youth Programming

Expanded multigenerational programming year after year from the 150th Celebration. Partnered with **Heidelberg University** for youth theater and **Croswell Theatre** and **Cleveland Ballet** to expand the arts pillar.

Next: *Plan 153rd Chautauqua Season celebrating America's 250th Anniversary; partner with Otterbein University to expand programming opportunities.*

Historic Preservation

Launched Historic Property Inventory Survey (MKSK / Schooley Caldwell). Enhanced resident experience through HPDRB education and guidance. Short-term objectives completed.

150th Anniversary

Completed expanded 150th Anniversary Season. Finalized committee evaluation report. Successfully executed Hotel Lakeside 150th celebration with community task force.

Next: *Integrate lessons learned into future milestone planning.*

Lakefront Restoration & Guest Housing

Lakefront Restoration

West Shoreline construction completed. Advisory committee formed to explore programming and funding. Remedial work finished in lower pavilion and sailing center.

Next: *Develop comprehensive lakefront programming plan; identify long-term capital and philanthropic needs.*

Guest Housing Facilities

Oak Street property sale approved; proceeds designated for campground expansion. Lakeside Village family cabin strategies underway. Campground expansion scheduled for completion in 2026. Erie Guest House, Wo-Ho-Mis, and Fountain Inn rooms refreshed.

Next: *Advance Lakeside Village into design and feasibility.*

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Facilities, Infrastructure & Capital Strategy

Building Audit Completed

Updated building audit finished; advisory committee formed to operationalize maintenance and prioritization.

Streets Project

Phase I finished.

Next: *Finalize scope and complete Streets Phase II.*

Long-Term Capital Plan Prepared

Plan prepared for Board review.

Next: *Complete pre-capital campaign work, launch feasibility study, and prepare for a multi-year comprehensive campaign.*

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Year-Round Family Destination

LONG-TERM PRIORITIES · YEARS 3-5

PROGRESS AHIEVED

- ✓ Program season expanded to **16 weeks**
- ✓ Added fall, spring, Easter, Solar Eclipse, Christmas & New Year's Eve programming
- ✓ Orchestra Hall renovated; Wesley Lodge enhanced for year-round use
- ✓ Virtual programming launched: Power of the Pillar, Virtual Lunch & Learn, Town Hall series, Once Upon A Porch
- ✓ Retreat business and group travel model jumpstarted
- ✓ Business Advisory Council launched with the President

Next Strategic Actions

- Expand virtual programming offerings
- Build out the **Retreat Season business model** (October–April)
- Use 2026 events as pilots to test revenue and operations opportunities

Market assessment and business plan completed for Hoover Auditorium and Orchestra Hall.

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Revenue-Generating Growth Opportunities

14 Program Weeks

The season runs from Memorial Day to Labor Day, featuring special fall and spring events and retreats.

2026 Campaign Feasibility

Pre-campaign & feasibility study launch target year.

150th Anniversary Milestone

Expanded admissions to include children and youth; activated pass sales sooner.

Researched long-term revenue opportunities; launched Business Central System for better financial reporting. Draft growth plan to be submitted to the Board in **August 2026**, prioritizing opportunities with the highest mission impact and financial return.

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Strategic Risks & Mitigation

Deferred Capital Investment Risk

Mitigation: Phased planning, feasibility study, and financing exploration including Realty LLC.

Revenue Concentration Risk

Mitigation: Expanded year-round business model and diversified revenue streams including retreat season and virtual programming.

Aging Infrastructure Risk

Mitigation: Asset audit completed, prioritization framework established, and capital readiness work underway.

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Board Action & Discussion Points

CAPITAL IMPROVEMENT PLAN

- Questions on Phase I vs. Phase II sequencing logic?
- Additional financial, operational, or community considerations?
- Comfort allowing management/CIBC to shift smaller projects between phases?
- If Realty LLC encounters roadblocks, how should Hotel Lakeside be sequenced?

STRATEGIC FINANCE PLAN

- Comfort with Finance Committee developing guardrail scenarios?
- What future are we actually funding.
  - What do we protect, what do we grow?
- What does "financial resilience" mean for Lakeside — what is our real risk appetite?
- How should fundraising fit into the system — annual fund, capital gifts, endowment?
- What reporting rhythm and decision gates will give the Board confidence?

YEAR-ROUND & RETREAT SEASON

- Does the Board support the Retreat Season business model direction?
- Specific 2026 pilots to test revenue and operational capacity?

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Decisions Requested: February 2026

1

Approve Capital Project Phasing

Approve recommended phasing of capital projects (Phase I vs. Phase II of the Capital Improvement Plan)

2

Endorse Campaign Pre-Feasibility Work

Endorse continued capital campaign pre-feasibility work and readiness planning; authorize exploration of financing tools including Realty LLC

3

Advance Year-Round Strategy

Support development of a Retreat Season business model. Request mgmt. build an integrated plan to attract youth & families, including in-season & retreat season support for conferences, retreats, & camps

4

Affirm Finance Plan Direction

Affirm the direction of the finance plan and authorize continued exploration of financing tools

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Decisions Anticipated: Next 6-12 Months

1. **August 2026**
RFP for Capital Campaign Consultant; draft growth plan submitted to Board.

2. **Fall 2026**
Approval to launch formal feasibility study; donor interviews and testing of Case for Support.

3. **November 2026**
Review and approval of multi-year fundraising strategy; lakefront capital phasing and scope direction; phased improvement recommendations presented to Board.

Board Engagement Needed: Strategic counsel on capital prioritization; visible leadership and advocacy with donors and community stakeholders; partnership in preparing for a comprehensive campaign.

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Conclusion & Forward Outlook

Lakeside is executing the Five-Year Strategic Plan with **clarity, discipline, and momentum**. As we look ahead, several priorities are complete—shoreline stabilization, the 150th Anniversary, Streets Phase I, and the foundational building audit. Strategic themes carried forward include:

- **CAPITAL REDINESS**
  Phased facilities investment — lakefront, guest housing, and infrastructure.
- **YEAR-ROUND RELEVANCE**
  Retreat Season business model as a core strategic pillar.
- **DIGITAL MODERNIZATION**
  Lakeside App, data analytics, and guest-facing technology.
- **PHILANTROPIC GROWTH**
  Moving from pre-campaign readiness into a comprehensive campaign.