



## **INDIAN CREEK YACHT & COUNTRY CLUB EXECUTIVE SUMMARY - STRATEGIC PLAN 2022-2027**

Indian Creek's current Strategic Plan provides a visionary roadmap and overarching goals for the the years 2022-2027. It describes the Club's Mission, Vision, Core Values, and Governance, as well as Goals, Objectives and Initiatives for the growth, success, and increased value of the Club.

### **Our VISION Is to:**

"Be the premier private club in the Northern Neck and Middle Peninsula, where lifelong friendships begin."

### **Our MISSION is to:**

"Provide our members with exceptional recreational, social and dining experiences in a fiscally sound manner to create a first-class environment and pride in our Club."

### **Background**

A Strategic Plan is a fundamental tool to determine a clear sense of an organization's direction, provide consistency over time, improve program and service delivery, communicate to the inside and outside world, and enhance marketing efforts. A Strategic Plan signals an organization's commitment to good management, and a commitment to the future.

To realize our vision and mission, The Club's Board of Directors has developed two consecutive 5-year Strategic Plans. The first focused on the years 2016-2021 and the current Plan provides direction for 2022-2027. The Board has identified the direction of the Club in four key **GOALS**, under which there are **OBJECTIVES** that describe intentions and aspirations for the future. The Club's standing Committees develop annual **Initiatives**, which outline the specific actions needed to achieve the higher-level Goals and Objectives.

There are several principles underlying Indian Creek's Strategic Plan:

- Our **members** are our most important asset.
- We need to both **maintain and enhance** current amenities and add **new** ones to keep our campus fresh.
- We recognize that **attitudes and lifestyles** are changing across the country in many basic ways, and the Club needs to adjust its programs and offerings accordingly.
- The Club is not only a great place to be, but is also a business, and must be managed in a **business-like manner**. The Club moved from a Club a cost-cutting mentality during the recession in 2008 to a value creation culture today.
- While we have 4 Goals, they all intertwine and support one another.

Although not a separate Goal, the Club has established a new **Risk Management** initiative to identify, analyze and mitigate fiscal and physical risks to members, staff, and guests.

To achieve results, **responsibility** needs to be assigned and ways to **measure results** identified. This key information is identified in each Initiative.

The Strategic Plan is only meaningful if the Club's committees update Initiatives annually, and the Board of Directors uses the results to determine success. It is a "**living document**" anchored in strong Goals and Objectives, but flexible enough to be adapted to changing economic or cultural changes.

### Indian Creek's Goals:

1. Increase **membership** in ICYCC by attracting new members and improving retention of current members.
2. Ensure that ICYCC has first class, exciting **facilities and amenities** that provide exceptional recreational and social opportunities for members.
3. Implement a **fiscal strategy** and Capital Plan that support improvement and growth to ensure the long-term viability of the Club.

4. Consistently and efficiently produce the best quality **member experience**.

Objectives and Initiatives are the actions to achieve the Goals.

**Goal 1, Membership:** the Club recognizes that welcoming new members and retaining current members are critical to social and financial success. Two Objectives call for a) creation of a **new member growth** strategy, and b) increased member satisfaction and **retention**. Initiatives for new member growth include identifying potential members, developing a series of special events, encouraging members to entertain prospects at the Club, and developing an annual marketing plan. The retention plan includes a mentorship program, maintaining and expanding communications, conducting surveys, and development of recognition programs. The Membership Committee is responsible for the implementation of Goal 1 and welcomes and relies on current members to inform and encourage prospective members to join.

**Goal 2, Facilities & Amenities:** having updated, fresh, facilities and amenities are key to keeping current members happy and attracting new members. The first Objective under this goal is to develop, maintain, and communicate Indian Creek's Strategic Plan. The Strategic Plan is reissued every 5 years, but in the meantime is reviewed by the Board every year to decide if updates or amendments are necessary, so that the Plan continues to be a "living document."

The second Objective is to identify the need for **new** capital projects. Data show that the most successful Clubs introduce new amenities to keep fresh and up to date on a regular basis.

Under the initial Strategic Plan, an Architectural Master Plan working group, representing all key constituencies of the Club, identified six projects for future development. That effort was followed by a Facilities Master Plan, that identified where new amenities would be placed on the campus.

The first and most critical capital improvement to members was to **renovate the dining venues inside the Club** (except for the Skipjack which had already been updated.)

This extensive renovation was completed in 2019.

The five other projects, listed here in no priority order, were to improve the facilities for the **racquet** program, including new outdoor pickleball/tennis courts; replace the **pavilion** at the water's edge; replace the **swimming** pool; improve **golf** facilities and amenities, including an expanded driving range and training center; and create a new **fitness** center.

After further development but before implementation, all projects go through a rigorous evaluation by the Planning and Finance Committees prior to a decision by the Board of Directors.

The third Objective identifies the need to maintain **current facilities and amenities**, and to develop a **needs/time list of likely repairs and replacements** based on age and use over the next 5-10 years. Through a new Capital Reserve Survey of needs and development of a Capital Asset List (CAL), the Club can anticipate major capital expenses, and plan for expenditures each fiscal year.

A fourth Objective is to maintain a **stewardship** plan for the Club facilities and grounds. Initiatives include activities to identify and realize efficiencies in water and electrical usage, kitchen improvements, operations of the sports facilities, enhancing wildlife habitat, and improving Club landscaping through use of native plants.

The Planning Committee has the lead in implementing Goal 2, with critical input from other standing committees, in particular House, and Green and Grounds.

**Goal 3, the Fiscal Strategy:** Objectives are to develop and sustain a **Value Creation Culture** and to share financial information to members in a regular and **transparent** way. Under this Goal, the Club embraces an integrated plan to finance capital maintenance and improvements, potentially using the Capital Fund, gifts and borrowing.

A major Initiative realized in this Goal was the establishment of a **Capital Fund** populated by capital dues and initiation fees, operational surplus, and gifts. This Goal also envisions increasing initiation fees on a responsible schedule and using Club

Benchmarking data to help inform appropriate financial targets for the Club.

Several key initiatives, specifically the implementation of **capital dues**, creation of a **Capital Fund**, and establishment of the **Blue Heron Society**, which accepts member gifts, have been realized. The Finance Committee has the primary responsibility to advise the Board in carrying out Goal 3; additionally, each Committee has the responsibility to review the impacts of the Committee's actions on the finances of the Club.

**Goal 4, Best Quality Member Experience:** Objectives are to ensure that there is improved efficiency, quality of product, staff retention and customer service; ensure membership satisfaction with Club operations and programs; and develop ways to measure the impact of new amenities.

Initiatives under this Goal are far-ranging and comprehensive. First, there are many specific initiatives devoted to the improvement of **Food and Beverage**. Initiatives under the Plan call for creating and advertising more special dining opportunities in the various venues, creating a staff training program, determining efficiencies in the dining room and kitchen, continual monitoring of members' feedback, and determining ways to assure consistency.



In addition to F&B, Goal 4 initiatives are directed to assuring member satisfaction in several critical recreational areas: **Golf, Racquet, and Yachting**. An example in Golf is to “promote the benefits of superior course conditioning, an active tournament and social program, exceptional services, golf membership, and Club membership.” Yachting is focused on superior cruises

and activities, educational events, and reciprocal agreement with other Yacht Clubs. Racquet Initiatives include expanding the programs offered for both tennis and pickleball and achieving efficiencies through electronic sign-ups for court time. The Golf

Committee, Racquet Committee, and the Yacht Bridge develop the Initiatives that are brought together by the Goal 4 lead, the Chair of Food & Beverage.

The General Manager and staff focus on the “front office” efficiencies envisioned in Goal 4, such as staffing, IT, and operations, and well as supporting all the Goals of the Strategic Plan as appropriate.

This summary could only scratch the surface of the great work done by the many volunteers working on aspects of the Strategic Plan. All members and prospective members are encouraged to read the full Strategic Plan on Indian Creek on the Club’s website, “ICYCC.com.” The full Strategic Plan, including Goals, Objectives, and Initiatives, as well as the Facilities Master Plan, can be found on “Projects and “Planning” within “From the Boardroom.” In addition, an Annual Report to Members and a Yacht Club Annual Report for each year describe projects, events, activities, and other things which make Indian Creek a place ***Where Lifelong Friendships Begin***. These reports are also available at [www.ICYCC.com](http://www.ICYCC.com).

Barbara Fentress, President, \_\_\_\_\_ (date)

*Barbara Fentress* 7-31-23

## ATTACHMENT TO STRATEGIC PLAN 2022-2027 EXECUTIVE SUMMARY

### ACHIEVEMENTS TO DATE

- Completed an **Architectural Master Plan** identifying 6 priority projects (2018).
- Completed extensive **Clubhouse dining** renovations (2021).
- Made progress on the other 5 AMP projects:
  - **Golf** plans for short game, expanded driving range, and learning center developed.
  - **Pavilion** design plan completed.

- Progress initiated toward **Racquet** improvements, a new **Pool**, and a new **Fitness Center**.
- Completed a **Facility Master Plan** placing projects on map of campus (2021).
- Created a **Capital Fund** (initiation fees, portion of monthly dues, gifts & operational surplus if available) (2018).
- Established the **Blue Heron Society** (2019).
- Initiated monthly tracking of **financial Benchmarking** key indicators (2019).
- Expanded **docks** by 7 slips to accommodate larger, beamier boats (2019).
- Upgraded **marina electrical systems** for safety & prevention of brownouts (2019).
- Launched a new **Digital Marketing Program** to attract new members (2021).
- Established a Risk Management Committee (2022).
- Completed a **Capital Reserve Survey** for existing facilities and amenities from which the **Capital Asset List** has been developed (2022).
- Significantly **increased number of new members** and improved **retaining** of current members (ongoing).