

# MEMBER VALUE INITIATIVE UPDATE

April 26, 2024

# BOARD REQUESTS FROM MARCH BOARD MEETING

Staff to present strategies and solutions for addressing Member Value

1. At the April 2024 regular board meeting – staff report back to the Board following the evaluation of the 2024 Strategic Objective on Member Value to modify, or clarify additional outcomes
2. As an outcome of the modified 2024 Strategic Objective, **staff will present to the board strategic and tactical solutions to address Member Value**
3. **Complete additional analysis** relating to the Amenity Access Policy Update (April)



# 1. ANNUAL STRATEGIC OBJECTIVE

# CURRENT OBJECTIVE

*Increase member value, trust and awareness by completing an analysis of feedback from the 2023 Member Survey to understand the members better, identify areas of improvement and opportunities to increase value and member satisfaction, and adapt and evolve programs and services. Build and implement the member value programming plan for 2024.*

Recommendation: Staff feels the objective, as written, is sufficient to conduct analysis and build a plan for near-term implementations (2024), as well as tactics that require longer-term planning, resources or policy-level efforts.

Staff efforts include the following:

- Continued analysis of survey feedback
- Member Value Plan for 2024 including “low hanging fruit” adjustments immediately
- Continued pursuit of the Amenity Access Policy revision with member value as a guiding principle
- Further analysis of larger initiatives that will require resource planning through the budget process

# EFFECTIVE CHANGE ROLES

Staff is most effective in driving change through operations and implementation

The board is most effective in driving change through policy and budget-setting



## 2. STRATEGIES + TACTICS TO ADDRESS MEMBER VALUE

# Ideas for creating more community and enjoyment span from movie nights to more competitive sport opportunities.

## Ideas for more community engagement

More opportunities to engage local youth/teens, like movie nights or opportunities to work / intern to get experience in the work force... like we have camp counselor training in the summer. Local teens could intern/work to help out as daycare providers at ski hill or gym. Our local teens need more things to do that give them experience and foster a sense of pride in community.

*Second Homeowner*

Consider more sports competitions/events, e.g. pickleball; bbq + music events at Northwoods, Adventure Center, and Marina, more talks/presentations, movie nights (indoor and outdoor).

*Permanent Resident*

Ice skating rink instead of all the flat sledding area at snowplay.

*Permanent Resident*

Just a continued pursuit of current directions: live music options throughout summer, bingo and trivia are awesome too; great shoulder season deals at our restaurants...the opportunities available in the last year have been fantastic.

*Permanent Resident*

Increased Day Camps for kids (or more availability) - wasn't able to get in this year, despite being online and ready to book as soon as the booking opened. Organized camping event at the campground (with community activities, music, food).

*Second Homeowner*

Improve communication. This survey revealed to me that only certain events and programs get publicized widely while others do not.

*Second Homeowner*

# STRATEGIES + TACTICS

IMMEDIATE CHANGES AND  
PROGRAMMING FOR  
SPRING/SUMMER 2024

SHORT- AND LONG-TERM  
GOALS TO IMPROVE  
MEMBER VALUE





# IMMEDIATE CHANGES AND PROGRAMMING FOR SPRING/SUMMER 2024

## Planned Member Value Programming Highlights:

- Member BOGO discounts at the Lodge and Pizza on the Hill from May 1 to June 13
- Creation of the member afternoon 9-hole golf 10-pack product
- Member-only parking within the Marina fence area
- Return of music series at Pizza on the Hill and Lodge Pavilion starting July 12
- Return of free Yoga on the Meadow
- At least 8 Forestry Stewardship Events including guided hikes, weed walks, site tours and more
- Return of Wibit obstacle course at Trout Creek Recreation Center
- 2 Member Ski Free Days (400+ total member usage)
- 16 free live music events this winter

# RESEARCHING IDEAS FOR POTENTIAL IMPLEMENTATION THIS SUMMER

## Other efforts we are looking into now based on member survey comments:

- Additional bike racks at amenities
  - Adding/improving at the Northwoods Clubhouse
  - 3 bike racks now available at the Marina
  - 1 new bike rack at The Lodge Restaurant & Pub
- Return of Northwoods Movie Nights
- Educational speaker series
- Coworking style furniture + cosmetic update of gathering room
- Additional member happy hour/coffee hour type events
- Researching the potential of adding a cold plunge at Trout Creek Rec Center
- Expanded Rec Center hours, return to closing at 10PM
- Value/cost/amenities comparison chart

# SHORT- AND LONG-TERM STRATEGIES TO IMPROVE MEMBER VALUE

- Amenity Access Policy
  - Prioritizing member value and experience
  - Additional access products/options
- Operational efficiency assessment and opportunity as a cost-saving measure
  - Service, labor and validation of operating philosophy
- Program enrichment
- Design strategies to look at alternative uses at facilities that would add value
- Restaurant menu strategy and potential member discount at restaurants
- Prioritize capital projects that secure or grow revenues



# 3. COMPLETE ADDITIONAL ANALYSIS



# COMPLETE ADDITIONAL ANALYSIS

## ANALYSIS COMPLETED SINCE MARCH BOARD MEETING

- Staff open-ended comment analysis and team discussion
- Finn Group analysis for Amenity Access (provided 4/8/24)
- Long-Range Planning Committee analysis support and additional data requests
- Ongoing effort to analyze feedback:
  - Trending feedback in HappyOrNot and Zendesk
  - Scheduling follow-up analysis group work sessions and brainstorming
  - Using data to plan for strategic objectives and budget process
  - Coding comparison to open-ended comments from previous member surveys



## NEXT STEPS

- Feasibility of immediate implementation projects (from slide 10)
- Completing the Amenity Access Policy Update and developing the transition/implementation plan
- Complete further analysis of data
- Design operational efficiency assessment and investigate other long-term implementation ideas
- Prepare the 2025 budget and annual strategic objectives

**THANK YOU**