

# Executive Summary of the Spokane Club Strategic Plan 2015-2020

In January of 2015, the Spokane Club Board of Trustees approved the Strategic Plan 2015-2020. The Plan is the cumulative work of the 2013 and 2014 Board of Trustees retreats, the 2014 ad hoc Core Values Committee, and the 2014-early 2015 Strategic Planning Sub-Committee.

The objective of the Strategic Plan is to build upon our Core Identity, Purpose, Values, Goals, and Priorities to move the Club forward into a robust and sustainable future. The plan provides focus, direction, and action to the organization and helps prioritize resources to grow Club membership and maintain long-term financial security. The plan also assists the Board of Trustees and Club Management in their communication of the direction of the Spokane Club to our members and staff.

For the full plan, please visit [Spokaneclub.org](http://Spokaneclub.org) click on the Member login.

**Our Identity:** The Spokane Club is the premier private club of the Inland Northwest.

**Our Assets:** The Spokane Club's central clubhouse has resided in its current Downtown location on Riverside Avenue since 1912. The Kirkland Cutter Georgian-style building is listed on the National Historic Register. The Athletics building of the Spokane Club-Downtown was built in 1967 and is located on Main Street. The Spokane Club-Valley location, built in 1991, was acquired by the Club in 2001 and is located on 4th Avenue in the Spokane Valley. Together, the Spokane Club locations offer best-in-class facilities and amenities to their respective communities and demographics.

**Our Core Purpose:** We are the exceptional place for exceptional people since 1890.

## Our Core Values:

### • Self-Fulfillment

Whatever our personal pursuits, we share a common drive to discover and fulfill our individual potential while supporting others in achieving their goals.

### • Authentic Relationships

We are a community who care about each other and support each other. We come to the Club to celebrate significant events of our lives with our families and friends.

### • Community Engagement

We are civic-minded citizens who care about the health and vitality of our region. We have the desire, willingness and means to positively impact the larger community.

## Members of the Strategic Planning committee:

Nancy Vorhees, Pam Lund,  
Dean Reynolds, Chris Bell,  
Shawn Smith and Charles Alpers

## Members of the Core Values Committee:

Kristin Condon, Jack DeWenter, Mike Dunford, Victor Frasier, Ryan Lloyd (staff), Betsy Lynch, Corky Mason, Kevin O'Neill, Dean Reynolds. (Charles Alpers, Jon Fine and Kate Spencer attended as management.)

**Our Five-Year Goal:** Achieve a robust total membership of 2,850 members for our combined locations.

**Our Core Priorities:**

- **Maintain and enhance the quality of member service**  
Delivering consistent, professional member service is the key component of the exceptional experience our members expect and deserve. Attracting, training, and retaining superior staff is critical to the Club's success.
- **Sustain and grow membership**  
Members are the lifeblood of the Spokane Club. As a private club, our primary method of building membership is through our current members' recommendation of potential members. The Club's goal of 2,850 members supports the organization's financial health without overburdening Club facilities.

- **Strengthen Club governance and member involvement**

The Board of Trustees strives to continuously improve the Club's governance structure and solicit input from members on Club policies, direction and the Strategic Plan.

- **Strengthen operations**

The Club recognizes that a dual approach is necessary and appropriate to capitalize on the unique strengths and respective demographics of the Downtown and Valley locations. For the Downtown location, this means capitalizing on its traditional position as a hub for business and social communities within Spokane's central core. For the Valley location, this means expanding beyond its excellent tennis programming to include a variety of other athletic and family-focused programs and services.

- **Allocate capital responsibly**

Prudent allocation of capital for both regularly required maintenance to the facilities and Capital Impact projects that raise the quality and caliber of the facilities is vital for member retention and growth, as well as responsible stewardship of our assets. An example of a Capital Impact Project is the renovation to the Downtown Athletics facility which is expected to be completed in 2015.

- **Engage with the community**

As part of our Core Values, the Spokane Club is committed to having an active, civic-minded presence in the City of Spokane and inspiring the next generation of leaders through our actions and services within the community.

To read the full plan, the action items associated with each of the Core Priorities, and what members can do to facilitate these goals, please visit: [Spokaneclub.org](http://Spokaneclub.org) and login to the members only page.



SPokane CLUB

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for exceptional people  
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