

BIRCH BAY VILLAGE COMMUNITY CLUB

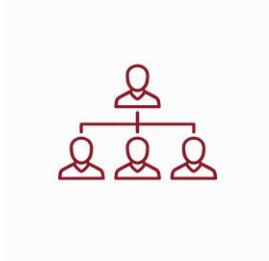
BOARD STRATEGIC PLANNING RETREAT

JUNE 29, 2026

THEME: FOCUS • CAPACITY • EXECUTION

Why Are We Here?

Retreat Objectives



Clarify Roles

Clarify Board, Committee, and Staff roles.



Align on Capacity

Align around organizational capacity.



Set Priorities

Establish strategic priorities for 2026–2027.



Build the Roadmap

Develop a realistic implementation roadmap.

The Governance Model

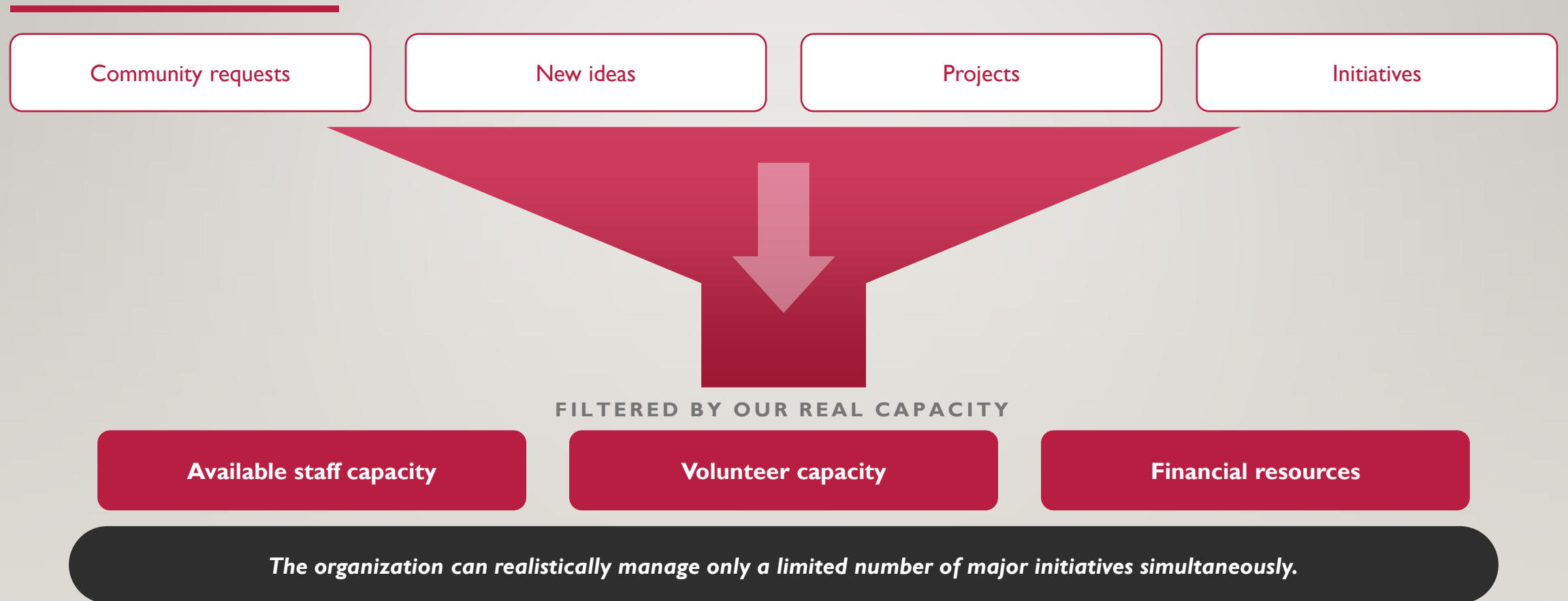
Who Does What?

BOARD	COMMITTEES	STAFF
Strategy	Research	Operations
Policy	Recommendations	Project execution
Fiduciary oversight	Community engagement	Financial management
Risk management	Subject matter expertise	Regulatory compliance
CEO/GM oversight		

Governance succeeds when everyone stays in their lane.

Capacity Matters

The Board's Most Important Decision: What Will We Not Do?



Current Strategic Workload

● Staled ● Strained ● At / over capacity

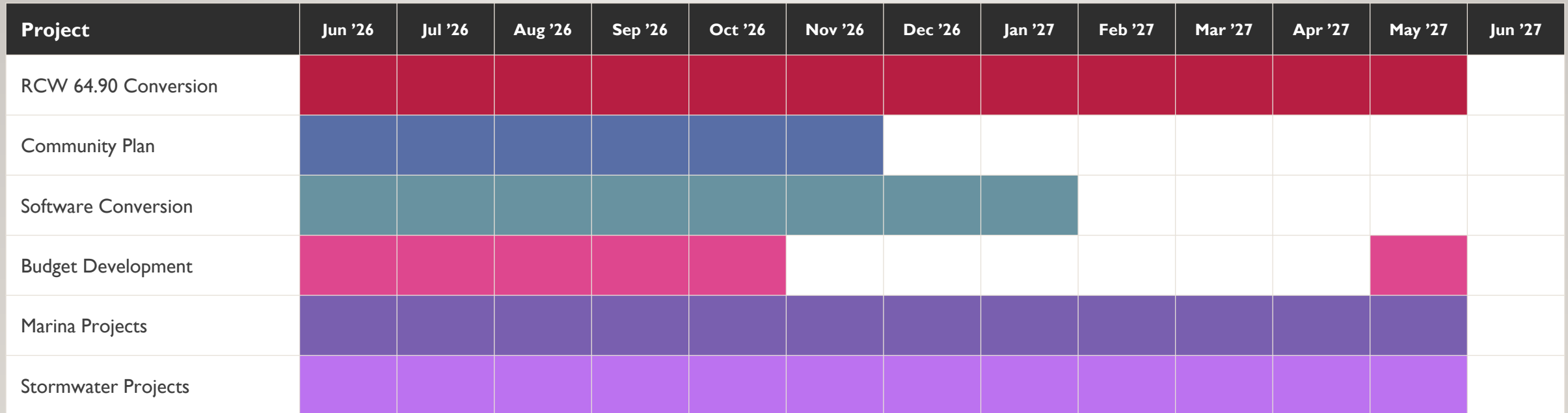
● HOA software conversion	At / over capacity
● RCW 64.90 conversion	At / over capacity
● Community Plan development	Strained
● 2027 budget and reserve planning	Strained
● Marina infrastructure projects	At / over capacity
● Stormwater projects	Strained
● Governance framework development	Staled

DISCUSSION

We are at or beyond capacity.

2026–2027 Project Gantt

Project Gantt Chart: June 2026 – June 2027



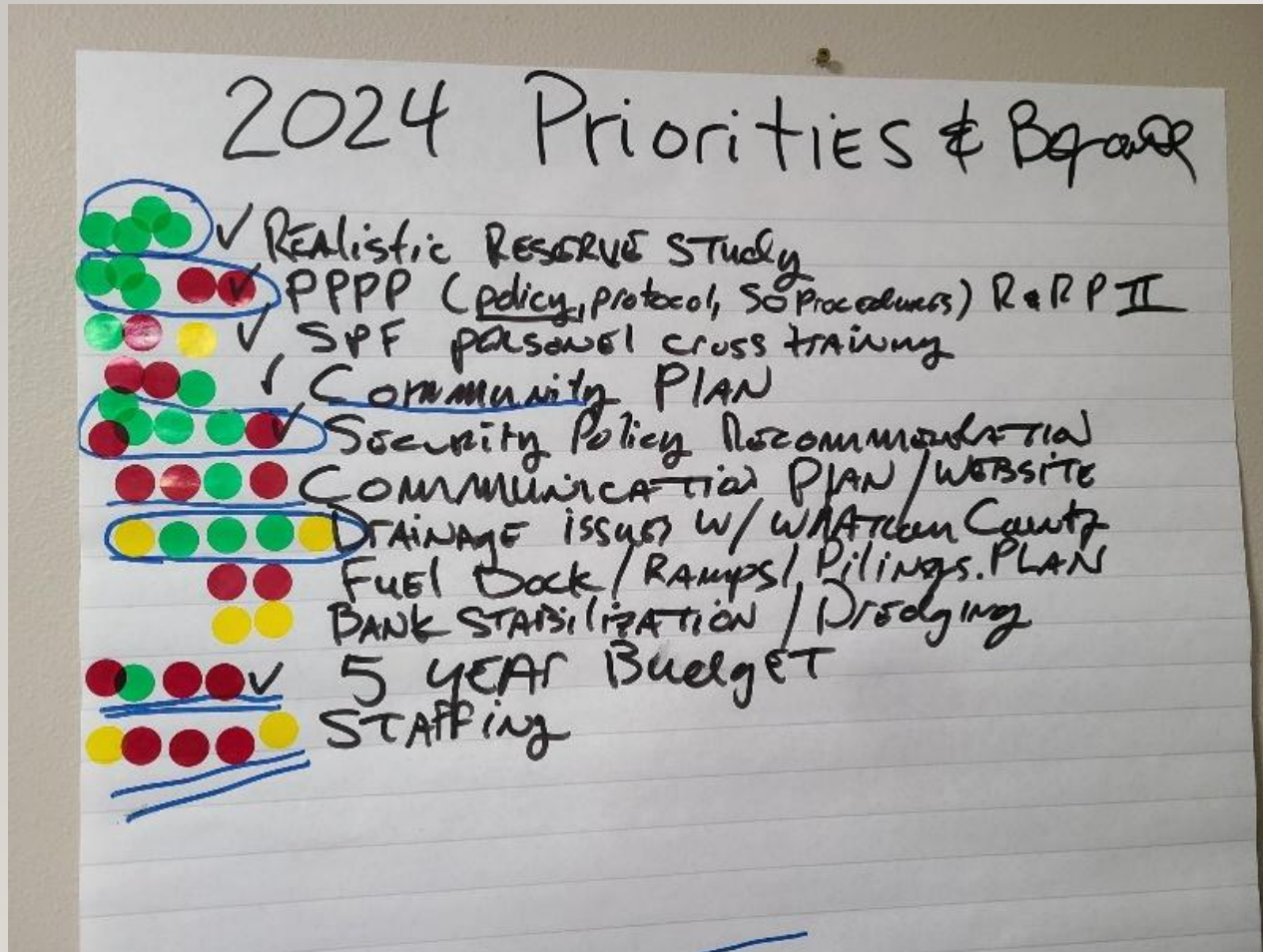
Bars indicate active project duration across the planning horizon.

2026-2027 STRATEGIC PRIORITY REALITIES

According to Community Association Institute (CAI) successful community associations limit themselves to **three to five strategic priorities**.

Concentrating resources on a smaller number of high-impact initiatives generally produces better results than attempting to pursue too many objectives simultaneously.

2024 BOARD PRIORITIES

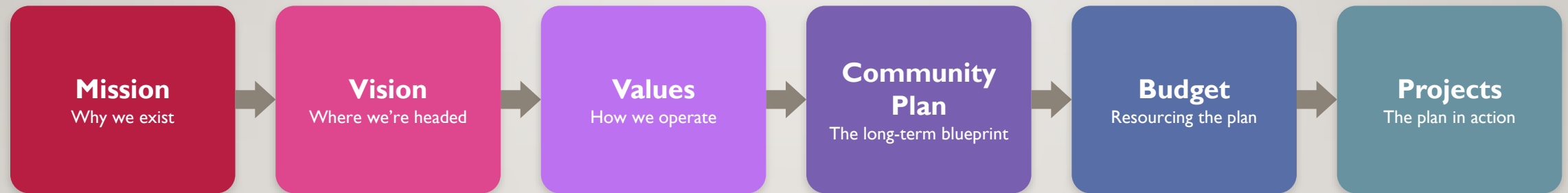


Priority	Status	
Realistic Reserve Study	Complete -ongoing	✓
Security Policy	Complete -ongoing	✓
Drainage w/ Whatcom County	Great progress. MOU w/ county. SW Plan completed	
Policy, Protocol, & Procedures	Only Election Committee Finished	
5 Year Budget Projection	Complete -ongoing	✓
Staffing	Vast improvement	
Communications Plan/Website	Website improved. No communication plan	
Community Plan	In Progress	
Fuel Dock/Ramps/Piling Plan	Planning underway w/ Anchor	
Single Points of Failure	No action	
Bank Stabilization/Dredging	Planning underway w/ Anchor – huge mitigation cost	

Strategic Priority #1

Mission, Vision and Values

The line of sight from purpose to action



Without an agreed upon destination, priorities become reactive.

Mission Exercise: Why Do We Exist?

Why does Birch Bay Village exist beyond maintaining common property and collecting assessments?

Examples:

- **Protect property values**
- **Preserve community character**
- **Foster recreation and lifestyle opportunities**
- **Promote stewardship and volunteerism**

What is the purpose and objectives of BBVCC?

BIRCH BAY VILLAGE ARTICLES OF INCORPORATION

Article II: The Objective and Purpose for which this corporation is formed are and shall be:

To promote the community welfare of the owners and to maintain the roads, ways, walkways, easements, and common areas therein and to make said property a better place in which to live and enjoy life, and to operate and maintain non-profit social, recreational, and athletic facilities and a club therefore which will benefit the members and their families.

MISSION STATEMENT CURRENT DRAFT

To promote the community welfare of the owners and to maintain the roads, ways, walkways, easements, and common areas therein and to make said property a better place in which to live and enjoy life, and to operate and maintain non-profit social, recreational, and athletic facilities and a club therefore which will benefit the members and their families mindful of our decisions and their benefit to the Village and for the environment.

Vision Exercise: What Should BBV Become

What should Birch Bay Village look like in 10–20 years?

Potential Themes:

- **Financial sustainability**
- **Infrastructure resilience**
- **Recreational excellence**
- **Environmental stewardship**
- **Community engagement**

"If you don't know where you are going, you'll end up someplace else." – Yogi Berra



VISION STATEMENT DRAFT COMMUNITY PLAN

Birch Bay Village residents enjoy the peaceful, safe, and serene nature of living along the Puget Sound. Strong community ties, friendly neighbors, a variety of amenities, and the natural beauty of the area promote a healthy lifestyle and create a small-town neighborhood feel that is unique from surrounding areas. Birch Bay Village strives to be economically sustainable through diversifying revenue streams and adding high-value community uses that benefit the majority of residents while maintaining affordability and quality of life.

Consultant placeholder...needs work by board or CP Task Force

Values Exercise: How Will We Make Decisions?

What principles should guide Board decisions and community behavior?

Potential Values:

- **Transparency**
- **Fairness**
- **Fiscal responsibility**
- **Respect**
- **Stewardship**
- **Community participation**

When your values are clear to you, making decisions becomes easier.



EXAMPLE: VALUES AND VISION STATEMENT

At Birch Bay Village Community Club, we are guided by the following values:

- **Community** – We foster connection, respect, and inclusivity, creating a welcoming environment for all residents and guests.
- **Stewardship** – We care for our land, water, and amenities with responsibility and foresight to preserve them for future generations.
- **Safety & Security** – We prioritize the well-being of our residents by maintaining a safe, protected, and peaceful environment.
- **Integrity** – We act with transparency, fairness, and accountability in all decisions and interactions.
- **Enjoyment** – We support recreation, leisure, and opportunities for fun that make Birch Bay Village a unique and rewarding place to live.
- **Excellence** – We strive for high standards in governance, operations, and service to our community.

Just an example...needs work by board or CP Task Force

Strategic Priority #2: Financial and HOA Software Conversion

Why it matters:

- Single source of truth
- Improved member service
- Financial reporting accuracy
- Operational efficiency

Board Responsibilities:

- Oversight

Successful implementation over the next 6 months is critical to future operational efficiency

Strategic Priority #3: 64.90 Election & Conversion

Why it matters:

- Modernization of governing documents to align with new state statute
- Compliance updates
- Improved communications
- Improved transparency
- Lower threshold of passing some changes prior to January 1st 2028
- Risk management (reduces litigation liabilities)

Board Responsibilities:

- Oversight

Law will take effect 01/01/2028 whether we like it or not. Advantageous to take care of long standing issues with founding documents and become consistent with state law.

Strategic Priority #4: Community Plan Completion and Implementation

How we get from today to an envisioned future



Board Responsibilities:

- Oversight of development
- Adopt, follow, and update

This charts a course for the next 10 – 20 years and keeps Boards and management accountable to the priorities set by the community. Minimizes wasteful expenditures and the next “bright and shiny” project. Should be a priority to complete before 64.90 conversion.

Strategic Priority #5: 2027 Budget, 2025 Audit, and Reserve Studies

Currently Behind on all:

- Bookkeeper turn over
- Software failure
- Too many competing priorities

Board Responsibilities:

- Oversight
- Contribution

Audit should have been done in April. Budget and Reserve Study begins around July 10th when June's financials are closed. Work is non-negotiable. Must be done.

Strategic Priority #6: Marina and Stormwater Projects

Currently at or beyond capacity to manage:

- Regulatory environment is excessive and difficult to navigate even with consultants
- Volunteers and staff cannot keep up
- Relying too much on volunteer expertise. Should just be oversight and review and not actual engineering

Board Responsibilities:

- Oversight
- Support reserves and staffing

Change orders and poor project execution on projects of size are more costly than having properly staffed oversight of the projects. This condition will exist for the next 5-7 years.

Strategic Priority #5: Marina and Stormwater Projects

Projects in the next 5 years with many concurrent:

Marina	Stormwater
Boat Launch Ramp Replacement	MOU Project BB Road & Kwann
Entrance Channel Permitting and Dredging	Salish Lane Correction Notice
Dock Ramp Replacement	Skeena & Comox Loop Deep Culverts
Bank Stabilization	Beaver Creek Splash Pad
Fuel Dock & Tank Replacement	Control Structure Outflow Thunderbird
Piling Replacement	Thunderbird Pump System Replacement
Basin Dredging	

Strategic Priority #7: Governance Framework

Standard Operating Procedures for BBVCC Committees and Staff :

Committee Charters and Operational Policies and Procedures

Topics:

- **Committee Charters including detail on procedures**
- **Align work with Community Plan and Board strategic objectives**
- **Develop SOPs (Financial, Communication, Employment, and Safety policies for all)**
- **Annual work plans**

There is a lot of turnover on committees and some staff. All need manuals to refer to explain how they do their work and the work of the Board that clearly outlines responsibilities, and dos and dont's.

Strategic Priority #7: Governance Framework

Cost Allocation Framework - Dues vs Fees

Objective:

Provide transparency, objectivity, and predictability.

Framework Questions:

- **Who benefits?**
- **Who pays?**
- **Why do they pay?**
- **How are reserve contributions allocated?**

Members have questioned and expressed concern regarding the allocation between dues and user fees for years and BBVCC cannot point to a clear and consistent policy based on a predetermined defensible metric or philosophy. Members and future members should understand how fees and dues are determined and allocated.

Strategic Roadmap

Three Year Timeline

2026

- **Mission, Vision and Values**
- **Software conversion**
- **RCW conversion**
- **Community Plan completion**

2027

- **Governance Framework Projects**
- **Marina projects**
- **Stormwater projects**

2028+

- **Community Plan implementation**
- **Capital projects**



What Success Looks Like

By the end of 2027:

- **Successful software implementation**
- **RCW compliance achieved**
- **Community Plan adopted**
- **Governance frameworks completed**
- **Infrastructure projects advancing**
- **Clear organizational direction established**

Members expectations are met. BBVCC is a well managed, well funded property that fulfills its mission, vision and value statements and is a community its members are proud to say "I live in Birch Bay Village"

Retreat Decisions

Confirm:

- **Strategic Priorities**
- **No new initiatives introduced (unless an emergency)**
- **Assignment an ownership (who on the board will own these priorities)**

In Closing

Focus – Capacity - Execution

The Board's success and therefore the Community's success, will depend less on identifying new projects and more on successfully supporting and completing the significant initiatives already underway

