**Wapiti Nordic Ski Club – Business Plan Focus Areas for 2023 DRAFT**

The items listed in the table below were identified as Short Term (2023 and 2024 calendar years) objectives in the Club’s current business plan (available on website under Club / Bylaws, Plans & Studies).

In order to determine key focus areas for the Board and Club operations for the upcoming 2023 , the objectives have been color coded to convey their priority and level of activity required. They are not listed in any particular order at this time. ***Feedback from Club Members at the Fall 2022 General Meeting will be taken into consideration to assist with prioritization.***

Legend:

ORANGE: Important, large effort YELLOW: Important, less effort

BLUE: Underway to some degree for this season, see how things work out and adjust

GREEN: Should be standard practice and not on a project list

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| **ACTIVITY** | **NOTES** | **PRIORITY?** |
| Complete the Reserve Plan | * Have study – need an action plan to implement
* Need Subcommittee to work on this
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| Focus on increasing Membership promotions and sales by increasing awareness of the organization via a more robust marketing strategy, signage, community involvement, social media presence and collaboration | * Need decision on logo first
* Need Subcommittee to work on this
 |  |
| Create a system for ‘Gift in Kind’ tracking for volunteers including parents with kids in programs | * Need Subcommittee to work on this
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| Develop a compensation structure for existing employees, coaches and instructors as well as prospective additional employees (i.e. operations coordinator) | * Need Subcommittee to work on this
* Linked to item below
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| Create incentives for coaches/instructors/program leaders (remuneration, passes, branded wear, etc.) | * Linked to item above
* See also Volunteer recognition system above
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| Create a Safety Program and Manual | * Need Subcommittee
* Incorporate work to date re: Emergency Response Plan
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| **ACTIVITY** | **NOTES** | **PRIORITY?** |
| Create a working document outlining all goals, both short term and long term. Include the description of the goal, what person or committee is accountable, a timeline for implementation and expectations of progress reports to the board | * By-product of this chart + feedback from membership at Fall General Meeting
* Executive to draft?
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| Develop a new logo | * Need Subcommittee
* Standardize use across all club operations once finalized
 |  |
| Consider pursuing sponsorships for signage – points of entry, chalet, all of the way finding signs  | * Need decision on logo first
* See below – sponsorship pkg
 |  |
| Create a formal sponsorship program/package | * Need decision on logo first
* See above re: signs
 |  |
| Review of fundraising sources, build on the Banff Mountain Film Festival and casinos | * Need subcommittee
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| Develop evening recreational programs for youth and adults  | * See below
 |  |
| Target 2 events for youth (13-18 years old) | * See above
 |  |
| Increase parent involvement and get more families actively participating | * Jackrabbits + other initiatives
 |  |
| Review program fees to ensure they are consistent and reasonable  | * Ongoing + prior to each season opening
 |  |
| Review rental operations | * Ongoing + prior to each season opening
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