



## Wapiti Nordic Ski Club – Business Plan Focus Areas for 2023

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). Board Members have prioritized them into “Large Effort” and “Less Effort” items for 2023. The second table lists items for future consideration once identified priorities have been completed.

PRIORITY	ACTIVITY	NOTES	NEXT STEPS	OUTCOME(s)
<b>LARGE EFFORT &gt;&gt;</b>				
1A - 2023	<b>Develop a Club Financial Reserve Plan</b>	Have formal study – need an action plan to implement	Establish a Sub Committee > make recommendation to Board	1: Reserve Policy 2: Multi-year Reserve transfer plan with \$ goal amounts
1B - 2023	<b>Create an Equipment Replacement Reserve Plan</b>	(a) Audit existing equipment + lifespan (b) Determine timeline & replacement costs	Establish a Sub Committee > make recommendation to Board	1: Equipment Needs Evaluation 2: Equipment Reserve Policy 2: 2: Multi-year Reserve transfer plan with \$ goal amounts
2A - 2023	<b>Compensation Program for:</b> - Employees - Coaches - Instructors - Volunteers	Could be: (a) Renumeration (b) Incentives (c) Gift in Kind (d) Branded clothing (e) Comp. passes	Establish a Sub Committee > make recommendation to Board	1: Matrix showing options & criteria for each role
PRIORITY	ACTIVITY	NOTES	NEXT STEPS	OUTCOME(s)
<b>LESS EFFORT &gt;&gt;</b>				
1 - 2023	<b>Develop a New Club Logo</b>	Should represent year round activities	Establish a Sub Committee > make recommendation to Board	New Logo that is used across all Club operations
2A - 2023	<b>Create a Formal Sponsorship Package</b>	Need decision on logo first	Establish a Sub Committee > make recommendation to Board	1: Guiding Principles of Use of Funds 2: Package that can be presented to potential corporate sponsors
2B - 2023	<b>Pursue Sponsorship of Club Assets</b>	E.g. points of entry, chalet, way finding signage, grooming equipmt	Second task for Sponsorship Sub Committee > make recommendation to Board	



**Other Items for Future Reference and Consideration >**

PRIORITY	ACTIVITY	NOTES	NEXT STEPS	OUTCOMES
TBC	Create a Safety Program and Manual	<ul style="list-style-type: none"> <li>• Need Subcommittee</li> <li>• Incorporate work to date re: Emergency Response Plan</li> </ul>	TBC	TBC
TBC	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	<ul style="list-style-type: none"> <li>• Need decision on logo first</li> </ul>	TBC	TBC
TBC	Review of fundraising sources, build on the Banff Mountain Film Festival and casinos	<ul style="list-style-type: none"> <li>•</li> </ul>	TBC	TBC
As time permits & demand dictates	Develop evening recreational programs for youth and adults	<ul style="list-style-type: none"> <li>• See below</li> </ul>	TBC	TBC
As above	Target 2 events for youth (13-18 years old)	<ul style="list-style-type: none"> <li>• See above</li> </ul>	TBC	TBC
Ongoing	Increase parent involvement and get more families actively participating	<ul style="list-style-type: none"> <li>• Jackrabbits + other initiatives</li> </ul>	TBC	TBC
Annually	Review program fees to ensure they are consistent and reasonable	<ul style="list-style-type: none"> <li>• Ongoing + prior to each season opening</li> </ul>	Consult w program leaders + put on July Board Agenda	Annual Review & consult w program leaders
In Progress	Review rental operations	<ul style="list-style-type: none"> <li>• Ongoing + prior to each season opening</li> </ul>	See Sub Committee reports at Board meetings	<ul style="list-style-type: none"> <li>• TBC</li> </ul>