

<b>Black Jack Ski Club</b>	<b>Strategic Plan – June 15, 2018 - Adopted September 2018</b>		
<b>Strategic Goal</b>	<b>Actions</b>	<b>By Whom?</b>	<b>By When?</b>
1. <b>Financial Transparency</b> (finances are clear and transparent to the board and membership)	<ul style="list-style-type: none"> <li>• Develop financial policy and procedures to be followed by each department/group and employees</li> </ul>	Orin ?	September 30, 2018
	<ul style="list-style-type: none"> <li>• Detailed budget developed by each group (grooming, SDP etc)</li> </ul>	Lead by board member	Sept. 30, 2018
	<ul style="list-style-type: none"> <li>• Individual budgets (of each group) rolled into one organizational budget</li> </ul>	Orin ?	September 30, 2018
	<ul style="list-style-type: none"> <li>• Create and describe the system for financial mgmt.</li> <li>• Training for assistants</li> </ul>	Orin Orin	October 30, 2018
2. <b>Optimize our organizational structure</b>	<ul style="list-style-type: none"> <li>• Identify our organizational needs and categorize into positions (gap assessment)</li> <li>• Determine which positions should be paid and which should be volunteer</li> </ul>	President and sub-committee with member from each group	October 30, 2018
	<ul style="list-style-type: none"> <li>• Define roles and responsibilities (staff and volunteers)</li> <li>• Priority 1 – SDP</li> <li>• Priority 2 – operational requirements</li> <li>• Priority 3 – club race volunteers</li> </ul>	President and Member from each sub-group	Priority 1 by Sept 2018, Priority 2 by May 2019, Priority 3 by 2020

	<ul style="list-style-type: none"> <li>Identify the reporting structure within each subgroup of the organization ensuring the needs of each program are assessed and addressed and roles defined (keeping board role in mind and club as whole)</li> </ul>	President and Responsible board member	May 2019
	<ul style="list-style-type: none"> <li>Create job descriptions, employee contracts and performance reviews as the organizational structure progresses (key positions – head coach, ?,?)</li> </ul>	President	Key positions Nov 2018 Other positions June 2019
	<ul style="list-style-type: none"> <li>Identify a system to create a virtual office of knowledge in regards to club business</li> <li>Identify a platform</li> <li>Recruit a librarian</li> </ul>	Pres/ Treasurer/ With final board approval	May 2019
	<ul style="list-style-type: none"> <li>Create policy around timing of internal review of club policy and procedures</li> </ul>	Board of Directors	May 2020

<p><b>3. Maximize the safety of our users, staff, and volunteers</b></p>	<p>Conduct assessment and develop an all-encompassing safety plan for the club referencing and including:</p> <ul style="list-style-type: none"> <li>• Worksafe (incl structures, equipment)</li> <li>• Ministry of Forests, Lands, and Resources rules (incl danger trees)</li> <li>• Available personal safety programs in regards to athletics and work safe</li> <li>• Cross Country Canada regarding gender equality</li> <li>• Processes to deal with bullying and harassment etc</li> <li>• Equipment/skier interactions (avoidance)</li> <li>• Prioritize looking at 1<sup>st</sup> and 2<sup>nd</sup> level priorities (investigate and adopt practices to address the safety of users, employees, volunteers, and contractors)</li> </ul>	<p>President to oversee with delegation of sections</p>	<p>Before Next Season Sept. 1<sup>st</sup>, 2018 on 1<sup>st</sup> level priorities</p> <p>2<sup>nd</sup> level priorities March 2019</p>
	<ul style="list-style-type: none"> <li>• Ensure compliance at our facility</li> </ul>	<p>President or delegate</p>	<p>Yearly – starting May 2019</p>
<p><b>4. Provide the best SDP we can to the broader membership (3 years to 93 years)</b></p>	<ul style="list-style-type: none"> <li>• Define the skier development program subgroups, how each program benefits the club, and who belongs in which subgroup</li> </ul>	<p>Rob w sub-committee</p>	<p>Sept 2018</p>
<p>(note many other actions that were discussed in this section are now in other sections of the plan)</p>	<ul style="list-style-type: none"> <li>• Clarify process of determining which races the club enters and/or hosts – *decision-making and financial implications</li> </ul>	<p>President, Adele</p>	<p>Oct. 2018</p>
	<ul style="list-style-type: none"> <li>• Coordinate fundraising with budgetary needs</li> </ul>	<p>Fundraising director and key SDP people</p>	<p>Along with annual budget</p>

<b>5. Keep Club sustainable season to season</b>	<ul style="list-style-type: none"> <li>Define grooming standards and expectations</li> </ul>	Howard	Oct. 30 2018
	<ul style="list-style-type: none"> <li>Develop standards for facilities upkeep (draft)</li> <li>Final version published and posted</li> </ul>	Sharman	May 2019 May 2020
	<ul style="list-style-type: none"> <li>Develop a succession plan for key positions</li> </ul>	President	June 2019
	<ul style="list-style-type: none"> <li>Reduce carbon footprint – (More ginzu v.s. cat grooming, new trail and facilities design)</li> </ul>	Mike	Fall 2019
	<ul style="list-style-type: none"> <li>Develop long-range capital plan for grooming equipment, facilities, high cost repairs</li> </ul>	Sharman, Mike, Howard	Fall 2019
	<ul style="list-style-type: none"> <li>Develop contingency plans for low snow years</li> </ul>	President/ Howard/ Rob	2020
	<ul style="list-style-type: none"> <li>Develop Marketing plan (including opportunities for new revenue streams)</li> </ul>	???	May 2020

<b>6. Continue to improve stakeholder support/ engagement in the club</b>	<b>STAKEHOLDERS</b> (NON MEMBER & NON VOLUNTEERS)	<b>By Whom?</b>	<b>By When?</b>
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	<ul style="list-style-type: none"> <li>Identify all Stakeholders aside from Members and Volunteers (see item below for Members and Volunteers)</li> </ul>	All Board input	May 2019
	<ul style="list-style-type: none"> <li>List what interest or concerns they have with Black Jack Ski Club</li> </ul>	All Board input	May 2019
	<ul style="list-style-type: none"> <li>Research what improvements can be made to those interests or concerns listed in step #2</li> </ul>	President to delegate	After Next Season
	<ul style="list-style-type: none"> <li>Decide what improvements should be made and when</li> </ul>	President delegate – board decide	After Next Season
	<ul style="list-style-type: none"> <li>Based on #4, provide club contact to stakeholder</li> </ul>	President delegate	May 2019
	MEMBER STAKEHOLDERS		
<b>Maintain or increase club membership</b>			
	<ul style="list-style-type: none"> <li>Review, refine &amp; distribute member survey</li> </ul>	Membership Director with Matt Tonner	Sept. 30 , 2018
	<ul style="list-style-type: none"> <li>Market benefits to current club members (grooming etc.)</li> </ul>	Membership Director	Sept 2019
	<ul style="list-style-type: none"> <li>Market benefits to potential club members</li> </ul>	Membership Director	Sept. 2019
	<ul style="list-style-type: none"> <li>Continue to hold club fun participation events (tour du soup) – clarify expectations and how this contributes to member engagement</li> </ul>	Membership director	May 2019

	VOLUNTEER STAKEHOLDERS		
	<ul style="list-style-type: none"> <li>Identify volunteer requirements</li> </ul>	Mike will co-od	Feb 2019
	<ul style="list-style-type: none"> <li>Recruit volunteers including listing benefits of club</li> </ul>	Single Board Member	After Next Season
	<ul style="list-style-type: none"> <li>Match volunteer interest with club needs</li> </ul>	Membersh ip Director	May 2019