



NATIONAL SKI COUNCIL FEDERATION 2011 ANNUAL MEETING

The annual meeting of the National Ski Council Federation was held in Mammoth Lakes, California on September 14 – 18, 2011.

Council Delegates and Alternates present at the Annual Meeting:

Council	Delegate	Second
1. Arizona Ski Council	Linda Westlund	
2. Bay Area Snow Sports	Dennis Heffley	
3. Blue Ridge Ski Council	<i>absent</i>	
4. Central Council of California	Fran Long	
5. Chicago Metropolitan Ski Council	Keith Fanta	
6. Cleveland Metro Ski Council	<i>absent</i>	
7. Connecticut Ski Council	<i>absent</i>	
8. Crescent Ski Council	Margaret Crum	
9. Eastern Inter-Club Ski League	Clark Linehan	
10. Eastern Pennsylvania Ski Council	Lydia Hill	
11. Far West Ski Association	Randy Lew	
12. Flatland Ski Association	John Sieler	
13. Florida Ski Council	Laurie Vest	
14. Intermountain Ski Council	Linda Scott	
15. Los Angeles Council of Ski Council	Robert Knapp	Bonnie West
16. Metropolitan Detroit Ski Council	<i>absent</i>	
17. Metropolitan Milwaukee Ski Council	Mark Harris	
18. Metropolitan New York Ski Council	Michael Calderone	
19. Midwest Sport/Ski Council	<i>absent</i>	
20. National Brotherhood of Skiers	Cassandra Johnson	
21. New Jersey Ski and Snowboard Council	Susan Donlan	
22. New Mexico Ski Council	<i>absent</i>	
23. New York Capital Ski Council	<i>absent</i>	
24. Northwest Ski Club Council	Sheri Parshall	
25. Ohio Valley Ski Council	Juli Brace	
26. Orange Council of Ski Clubs	Judy Thurman	
27. San Diego Ski Council	Eileen Sanford	
28. Sierra Ski Council	Jo Simpson	Bob Ellis
29. Texas Ski Council	Cheryl Mann	
30. Western Pennsylvania Ski Council	Walt R. Prest, Jr.	

Officers and Committee Chairs present:

President	Joe Harvis	
Vice President	Dennis Heffley	
Treasurer	Dawn Petermann	
Secretary	Lisa Beregi	
Past President	Mike Sanford	Mark Harris

Agenda
International Meeting
Meeting Site Planning
Member Benefits
Nominations
Public Affairs
Regional Reps

Resource Center
Website

Joe Harris
Mark Harris
Dennis Heffley
Joe Harvis
Mike Sanford
Jo Simpson
Michelle Moskowitz (Eastern)
Cheryl Mann (Central)
Joe Harvis (Western)
Michelle Moskowitz
Michelle Moskowitz

Industry:

Aspen Skiing Co
Frias Properties
Grand Sierra Resort
Holidaze Tours
June Mountain
Mammoth Mountain
Mammoth Mountain
Mammoth Mountain
Mammoth Mountain
National Ski Club Newsletter
RentSkis.com
Ski.com
SkiSync
Snowtours
Sports America
Steamboat Resorts
Telluride Ski Resort
Vail Resorts
Skigroup.net

Mary Manning
Alexandra Cox-Cuzzi
Kerri Countess
Bob McErlean
Kent Bianca
Laura Kennedy
Knud Svendsen
Gunther Sprecher
Michael Green
Bob Wilbanks
Tapio Niskanen
Gloria Saiya-Woods
Stephanie Kubiak
Robert Rosensteel
Michael Hibbard
Mary Beth Magalis
Patrick Rothe
Jen VanGilder
Steven Hall

President Joe Harvis welcomed the annual meeting of the Federation to order at 8:02 a.m. on September 16, 2011.

Everyone was instructed to pair up briefly and then each partner introduced the Federation members and industry partners in attendance.

Overview of Accomplishments - Joe Harvis

Joe welcomed everyone and thanked them for taking the time to share this weekend with us at the 13th annual meeting. He also acknowledged the Website Committee and would like everyones comments and suggestions regarding the web update.

Dennis thanked everyone for attending and expressed how the learning we experience at these meetings, many have taken back and used in their own councils. He charged every President to learn and take back to their councils.

Orientation of NSCF – Mike Sanford (*presentation attachment*)

Mike reviewed how the Federation was formed and what it is about.

Keynote Speaker – Rusty Gregory, CEO Mammoth Mountain Ski Area

Rusty shared the history of Mammoth and the legend of Dave McCoy. The interesting life of Dave McCoy from how he came to Mammoth to how to this day employees adhere to the tradition of no facial hair, because men that shave are the “good guys”. A ski injury in 1939 is an example of how he was willing to take chances to heal his legs, which after the surgery he later went on to become a National Downhill Champion. The key he instilled as what makes Mammoth what it is, is it’s all about the people. He got married, had six children, and in 1953 the forestry was looking at ways to move people into the land and wanted to consider recreation of skiing since it was successful in the east. Dave had moved here and was already set up with rope tows, but was not sent the prospectus to develop. Everyone came and looked at Mammoth, and no one bid on it because it was so far away, there was no infrastructure and it snowed too much. The forestry suggested he have a chairlift in by 1955, so Dave put in permanent rope tows and talked a guy into putting in a chair lift not being used and was able to get a 30 year permit from the forestry. Ten thousand people showed up for opening day, and Mammoth kept growing through the 60’s, 70’s and 80’s with 1.2 million skier visits from southern California. As Mammoth reached peak, it bought June Mountain, the market was changing, area was in a drought, and Dave’s kids had their own dreams, Mammoth found itself in debt by 1990. The company had to redefine and brought in Intrawest at 60% and Dave got control back. The corporation realized they had to get into the real estate business side of the ski industry and developed the Village. Rusty became CEO in 1995, Penny and Dave McCoy stayed involved, and the business started growing again to 1.6 million in 2005-6. For two years Rusty talked with Dave about it being time to sell the mountain for the company and his family. In 2006 it was sold to Starwood Capital Group, Texas Pacific Group and Providence Equity. Today with all the global economy concerns, skiing was back up. Upgrades for this year are a new chair 5 and all lifts will have RFID gates. Next year Canyon Lodge will be upgraded, followed after that with upgrades to Juniper Lodge then Main Lodge. As the market returns many upgrades are in the planning for hotel expansion, etc. Rusty hopes that everyone enjoys the Mammoth hospitality and our guests are our friends.

The question was asked where get winter help and had immigration rules made it more difficult. Rusty stated that yes it is a problem. This year the immigration numbers will probably be less than 100 down from the older 500 numbers. Fortunately there are more people looking for work stateside, and are actually older than historic ages.

It was stated that many are interested in coming to Mammoth from particularly the east coast, but the difficulty to get in is an issue. Rusty stated that with the airport, there are contracts in the working to increase the number of flights coming directly in. Air service is only three years old, but the long term goals are for airport expansion, increased hub flights and then direct flights from other areas.

Chicago came in 1997 with 300 people, and Keith stated that the marketing was the key to that success. The suggestion is that the marketing outside of California needs to be stronger.

It was asked if Mammoth Mountain Inn had any upgrade plans. This is Federal land and they are now interested in trading land holdings that would allow financing when the markets come back. At that time, all the buildings at Main Lodge area will be rebuilt. The intent is for everyone to be able to get to the ski hill by foot and good city transport to get around, so no driving car necessary once you get here.

Stated that the Village is only at 20% of plan. At build out there will be more buildings and hotels, again once the market returns.

Florida market likes late skiing, suggests your marketing strategies to include April is great skiing. Rusty appreciated that suggestion.

Panel Discussions

Air Got You Down – Mike Hibbard (*presentation attached*)

Questions:

- Any good news? Yes, believe that if airlines looked at models, they would see they really are dependent on leisure traveler, i.e. skier in December, and weekend travelers.
- Are you saying it is probably cheaper right now to book weekend to weekend? Yes, or not that it's cheaper, but they don't want to allocate to tour operators yet they have it. One example is March weekends on Delta, they have zero as number of group seats available because they can sell to the individuals at a higher price than groups.
- Address Saturday to Saturday for council travel to areas that have limited seat access. Sometimes you *have to alternate days, the large clubs/councils and resorts have to be flexible. Telluride got loaded late* as one airline wants 100% guarantee no loss money, and the resorts don't have that kind of money.
- What about getting into smaller airports that have had flights cut back? There really aren't good solutions; either have to split flights, or split days of travel.
- Multi bids requiring space held, does affect the supply and demand cost impact, even their own.
- Everyone has suffered on multiple companies bidding, and often the first to get the air may have the best pricing but not who you want to work with. Sometimes airlines won't transfer from one tour op to the winning one.

Resort Bidding: Protocol on going direct or through Tour Operator – Stephen Hall and Patrick Rothe

Questions/Comments:

- most resorts prefer to partner with the tour operators
- tour operators also get involved in negotiating terms, not just pricing
- concerns that TO's being stable to deal with
- dealing with TO's that actually use ticket consolidators: first TO's do not have committed seats, they go in and ask for what they need, only internationally are their consolidators that have contracts, only the airlines are "holding" seats
- using TO's they often have taken others to areas and are more helpful knowing more about the area than going direct
- the lowest price or the value, and TO's are added value

Lunch was held at McCoy Station. Guest speaker included John Regelbrugge From the National Forest Service who shared what was going on in the Mammoth and Mono Lake region. Bruce Campbell and Robert Wiebel from the 10th Mountain Division also shared with us what their organization does and how we can help.

Panel Discussions Continued

Policy and Procedures – Gloria Saiya-Woods (*presentation attached*)

Questions:

- American Express has good coverage while traveling for \$125, great if you travel a lot.
- What is usual cost? Approximately 6%.
- There used to be ski accident policies, do they still exist? There are for adventure travel, not just skiing.
- The federation does offer as a benefit an insurance policy that is very reasonable. It does cover medical evacuation that many do not.

Travel Insurance – Kristin Jankowski (*presentation attached*)

Questions:

- when buying insurance, read what it is covering!
- recommendation is to purchase earlier so it covers pre-existing conditions, last chance is with final payment
- should you keep a record of what you are traveling with (camera, laptop, etc) so that you can have details if they. Good idea. If for work the policies vary, but cancelling for work reasons are not covered, but for individuals, usually is covered at replacement cost.

Panel Sessions

How To Handle Your Ski Gear – Tapio Niskanen (*presentation attached*)

Questions:

- how obtain group rates from a rental provider? Working with a TO is best option to get information needed, by providing an online portal with code that individuals do on their own.
- ask yourself: is gear up to date, is it set for the mountain you're going to? Rental providers today have top notch product and service.
- if your making purchases – buy your own boots
- can you swap type ski with a rental provider? In mom and pop may have limited, but most resort shops allow swapping as long as within rental pricing you purchased. Also can have them tuned during the week.
- have had rental providers that offer 2-3 or 5 day packages, not just daily
- advantage of reserving in advance is to guarantee your preferred type ski, package, etc
- what if rent then ship or take on airline and have damage or loss? Need to have travel insurance.
- What are reasons clubs/councils rent, do councils encourage? Some do, others have own equipment.

Uses of Social Media – Kerri Countess

Social networks:

Twitter – good for broadcasting events- this is a great way to get information out about short term events or announcements- can be shared within and outside the group. Nice way to invite new members to social events.

Facebook – good for general communications- this medium can be used to announce club events, invite club members or “friends” and new club members or new “friends”, see who is attending Club events, engage club members in conversations, share experiences, share industry events and tips and build membership through referrals and social benefits.

Blogs – this channel can be added to your webpage and can be used to engage club members to communicate. This is a great way to get members involved who are not comfortable with Facebook.

YouTube- This is the place to upload videos and live feeds from club events such as racing events, community events, ski trips, club meetings etc....nothing tells a story like moving pictures. A club page can be created and shared online.

Smart phone apps –

Short concise clips – avoid TMI (too much information) and don’t abuse the app. Keep information to the point and interesting. An app message usually is requesting a call to action.

Web Sites:

Animated websites are more interesting than static sites. It’s important to keep your site up to date. The format should remain the same as people are more likely to visit if they now how to use the site....however, content should be kept fresh and relevant to the site goals.

A site that has Pay-on-line abilities (PayPal AND credit cards AND electronic checks) will make registration and payments easy. You might find that adding this benefit will increase participation and shorten the decision making process. People are used to doing everything on line and want it to be easy and secure.

Questions/Comments:

- what do you post? Reminder of meetings, UTube videos of racers, what is going on, etc.
- are you using QR codes? Something for clubs and councils to consider, any post and smart phones read it.
- resorts fear inappropriate postings – others look at it as an opportunity to better the business, but can also remove if want. Some feel that the response to the negative comment gets a better feel from public about you.
- have had to build a team to handle social media that we’re putting 75% of marketing into
- often the community responds immediately to negative comments with their positive experiences
- use a post for empty spots on a trip
- twitter intent is to make large broadcasts on real time happening
- great if you have someone younger and into social networking to help you manage your pages

Promotion Of Trips – Mary Manning and Patrick Rothe

- *utilize your local mountains to get people skiing and involved
- *social media to pick up younger members – meetup is working for many clubs/councils
- *have seen some clubs set up subclubs run by same age
- *younger don't look out as far as we did when we joined – look at year round activities
- *local colleges – get them tied in, utilize them on your board
- *Texas Council Youth Foundation trips, going to try to tie in with boyscouts this year. This year also have a trip where family gets \$150 off for each child they bring in addition to rental/lesson discounts on trip.
- *embrace the snowboarders – name changes, etc

Questions/Comments:

- what can the resorts do to help us market? Offered a free learn to ski day, try to highlight who is here,
- provide a flyer? –the tour operator can, but still marketing yourselves
- could put on events calendar? Is only sponsored events in area – but have on website place where you could post
- maybe we could combine resort/council/TO to be able to offer a bigger package to a newbie, or member since package price is already discounted
- all club/councils link resorts to their website, but resorts don't link us – if only the NSCF logo on website or dining guide – gives all of us access to anyone at any resort
- we could go to the resorts facebook accounts and post we will be going there and come join us
- tour operators can allow on their sites for individuals to find trips, etc

Panel Discussion by Five Councils: Chicago- Keith Fanta, Crescent- Lisa Beregi, Far West- Randy Lew, Florida- Michelle Moskowitz/Laurie Vest, and Texas- Cheryl Mann

A look inside the RFP bid process - What's required, what's desired and what's negotiable?

-Briefly explain your bid process:

Chicago (CMSC) - excel form with drop down boxes for TO to fill out for each property bidding. Feeds into larger excel form that compares each for the council. Criteria set for lodging distance from slope, etc. TO can adjust dates.

Crescent (CSC)– attendance at Spring convention makes long list plus TO can offer wildcard. Long list shortened to short list. Committee picks destinations, then tour operators bid on selected destination. RFP has 10 items of information needed in the bid. All inclusive package. Crescent - members can book directly with council if their club isn't going.

Far West (FWSA)- ID areas skiers want to go to, 12 page RFP. Resorts decide whether to bid direct or through TO. TOs can bid max of 2 resorts/year. Reduce to 5-6 resorts for presentations. All inclusive packages. Travel staff prepares analysis and sends to councils for input/voting. Board makes final vote. Resorts/TOs not getting winning bid must immediately release any holds. Councils request preferred lodging properties from Far West.

Florida (FSC) – direct bidding means picking resorts and RFP requests for 2 parties, welcome, orientation, mountain lunch, and race. Each club uses their choice of TO to book own trip for transportation, lodging, lifts. Also use excel macro sheets for RFPs. Lodging net/commissionable, had to educate resorts to bid a TO friendly rate.

Texas (TSC) – RFPs in Nov, resorts choose to bid directly or use TO. Results due end of January. Committee reviews bids and prepares short list, whose operators/resorts make presentation to council board in February. Non-negotiable items are lodging, timely submission. Be candid about capability to produce. Hold space until decision made in April. Desired – variety of lodging configurations. Negotiable – compliance with payment policy.

All require club membership except FWSA which also has direct members.

-What is your trip size?

Trip sizes range between 100-750 domestic, international 75-150

-How are Comps distributed?

Range from 1-20 to 1-40 pillows, distributed to club or FW councils. Chicago and Crescent give partial comps.

-Do you use/bid Hotels or condos?

FL, FW, CSC – resorts/TO choose. Chicago, TX request both.

-Do you offer any less than 7 day trips?

FL, Chicago – no, TX yes sometimes & Thanksgiving, FW trying in 2012 as value trip, Crescent not so far.

-Do you allow children on your trips?

CSC, FW, TX and yes, Chicago yes if clubs allow, FL yes but kids have to leave parties/banquets by 8:30 p.m.

Children discounts dependent on what the resorts offer.

-Do you offer optional activities for non-skiers?

FL yes, Chicago invites local vendors to come to welcome party to sign up for activities, TX yes plus local vendors can come in and promote, FW asks for info, not required for bid, try to get info ahead of time for marketing purposes, Crescent yes.

Optional activities are paid by participants for all.

TX allows independent purchase of lift tickets based on days want to ski. FL clubs price own trips.

-Is the standard RFP form being used or could everyone use FL/Chicago excel?

FL standard won't work for everyone. Same with Chicago – it didn't work for their international. Recommends councils develop own excel form.

The standard provided on NSCF website is a template for use by clubs/councils, they can amend to meet their needs.

CSC – the standard was developed at the request of resorts, but when used it, all TO didn't return their bids on that form when provided.

FL/TX– their RFP is written to protect the council.

-Have you decreased your projected number of participants listed on RFP in recent years?

All have as numbers have decreased in last five years.

-How many races do you run on a ski week?

CSC one during ski week, fun race (obstacle course, etc no longer NASTAR).

FWSA runs four (qualifier/NASTAR course, GS, Slalom, council challenge/NASTAR)

TX two races on each trip, morning inter club, 16 gates, afternoon individual competition ~22 gates

Chicago reducing racing, used to do three, down to one and considering dropping it next year

FL one race, NASTAR for fun.

Joe thanked the industry for their participation and help on the agenda committee.

Dinner was held at the Smokeyard in the Village at Mammoth.

Saturday, September 17, 2011

Marketing 101 – Michelle Moskowitz (*presentation attached*)

Revenue Break Out Session: How Councils finance their operations.

Group One

- dues
- trip mark ups
- racing fees
- sport leagues (summer softball, etc)
- paid ads (directory/website)
- silent auctions
- council merchandise
- commercial memberships (resorts, ski shops, bike shops, etc)
- sponsors (events)
- ski shows
- ski channel program
- payment for volunteers to help community events
- 50/50 raffles
- rebate programs (merchandise, etc)
- be a credit union group –CU pays \$5 per person to council/club for each member

Group Two –*in addition to group one*

- discounted lift tickets with add on
- guide books/directories
- link partner program (TO/resort can get council club information)

Group Three - *in addition to group one and two*

- winterfest
- halloween costume party at ski resort
- link to travelgaurd on website, council gets kickback
- operating budgets – varies up to \$25,000*
- are councils paying for reps to come to meetings: varies from nothing to air to \$300-full budget coverage, gas only*

make sure look at local and state laws

Charitable Break Out Session: Is your council involved with charities, how, who, etc.

Central/West

- MS,-FWSA Athletic Scholarship, TX youth foundation, events on a trip for charity at resort, American Blind Skiing Foundation, southeast WS adaptive skiing, various disabled sports associations (wounded warriors)

Eastern

- council level: adaptive skiers, wounded warriors, relief aid for Irene, donation to PA ski museum, sponsorship for junior racers, \$10K budget for various: equipment, foodbanks, etc, silent auction for on mountain charity during ski week, blind skiers, ski race for Komen, US Ski Team
- club level: ski swap, university ski teams, take underprivileged children skiing, adaptive ski club, search and rescue organizations, food drive/banks, events for elderly, golf tournaments, charity races, recycle trophies, toiletries to shelters, take adult disabled group on boat ride/picnic lunch.
- rentskis.com: if come to them directly (bypasses TO) give that portion back to the organization or write the check directly to the charitable organization of choice.

Far West meets the East

- majority at council levels are focused on skiing: USARK (wounded warrior), FWSA foundation, Mammoth Museum, International Ski History Association, adaptive ski clubs/programs, donations in memory members that pass away, helmets and goggles for kids, used clothing/ski gear donations, red cross for Irene victims, CANDO Foundation, make donations to charity of speakers choice instead of paying speakers at convention, junior racer programs, 10th Mountain
- majority of club level are more broad organizations

Open Forum

- Shared how different on Mountain Scavenger Hunts, Poker Runs, etc are set up and run
- Club/Council challenge when at resort at same time
- club houses in New England – usually are not full on non-racing weekend, Clark would entertain talking to anyone interested in coming that way (Sunday River, Wild Cat, Attatash, Bretton Woods, Waterville Valley, etc)
- Guns and Gates: ski resort that has a trap shooting facility, registration fee and point system for both skiers and shooters to have to do both. Go to www.wpsc.net website for more information.
- Raft trip down the Truckee River with water fights the whole way.
- Had council photographer, gave designated areas on two separate days for a period of time where he would take pictures, download to council site, and participants could get from website when they got home.
- FWSA ran a scuba dive trip. 22% of members were divers. Collected pics and videos and created a DVD for all participants. Florida does the same on their international trips.
- Skitini Party - \$25 per person, provided food, and had mini tasting glasses to try different martinis.

Lunch – was provided at the Mountainside Conference Center with a presentation from The Ski Channel.

The Ski Channel – Steve Bellamy

Steve gave an overview of the Ski Channel's history. He showed a clip from the new movie they are now promoting "Winter", and then a segment from last year's movie "The Story" about Stephani Victor. Her inspirational story was topped by surprising the meeting attendees with her presence. Stephani entertained questions and honored us by letting everyone take pictures with her and her husband.

This concluded the presentation portion of the meeting.