

GUNSTOCK AREA COMMISSION MEETING  
January 23, 2019 AT 6:00 PM  
Lakes Region Adaptive Sports Center, Gunstock Mountain Resort  
APPROVED MINUTES

Notice of the meeting was posted at the Belknap County Courthouse, Gilford Town Hall, County Commissioners Office, Gunstock Area, and at GUNSTOCK.COM.

**GAC:** Russ Dumais, Steve Nix, Bob Durfee, Gary Kiedaisch. Brian Gallagher was absent due to family matter.

**Gunstock Personnel:** Greg Goddard, Mike Roth, Robin Rowe, Patrick McGonagle, Becky LaPense, Iwan Fuchs, Cathy White, Tami Dubois

**BDC:** Rep. Howard

**Public:** John Stow

Minutes

The minutes of the December 17, 2018 Gunstock Area Commission meeting were reviewed. Commissioner Kiedaisch read changes to be made to his public comment.

**ACTION**

**Motion:** Commissioner Dumais made a motion to approve the minutes as amended.  
**Second:** Commissioner Kiedaisch.  
**Vote:** All in favor.

The minutes of the December 17, 2018 Gunstock Area Commission non-public meeting were reviewed.

**ACTION**

**Motion:** Commissioner Dumais made a motion to approve the minutes as presented.  
**Second:** Commissioner Nix.  
**Vote:** All in favor.

**ACTION**

**Motion:** Commissioner Dumais made a motion to seal the non-public meeting minutes from December 17, 2018.  
**Second:** Commissioner Kiedaisch.  
**Vote:** All in favor.

Correspondence - None.

Public Presentations - None.

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Action Items

- a. *Gunstock Nordic Association-MOA and Lease Renewal*: General Manager, Greg Goddard, presented a new MOA and Lease Renewal with the Gunstock Nordic Association. The original document recently expired and the GNA board has reviewed and approved the renewal document and is seeking approval from the GAC. Chairman Durfee provided the commission with background information on prior and current leases.

**ACTION**

**Motion:** Commissioner Nix made a motion to approve the lease as presented and for GM Goddard to sign the agreement on behalf of the GAC.

**Second:** Commissioner Dumais.

**Vote:** All in favor.

- b. *Winter 2019/20 Season Pass Pricing and Summer 2019 Adventure Park Pricing*: GM Goddard, along with Marketing and Sales Director, Mike Roth, presented the proposed pricing for Winter 2019/20 Season Passes and the Summer 2019 Adventure Park. GM Goddard added that season passes go on sale in March and for budget purposes need to have pricing set for group rates, corporate rates, etc. Commissioner Dumais asked what type of research is done prior to recommending pricing. Mike Roth replied that management looks at other resorts, trends in product design, our target markets, alliances, and what attributes does the market look for. Commissioner Kiedaisch asked Mike who the primary competitor is for season passes and for day tickets. Mike Roth replied that through guest research other mountains that guests visit are Loon, Waterville, Sunapee, Macintyre, and King Pine. Commissioner Kiedaisch also asked if Mike anticipates any big changes from Sunapee, which is now a Vail Resort and it would be interesting to know if any changes they make may affect Gunstock. Mike Roth replied that he believes most people have a home resort and that some of the target guest locations that Gunstock will focus marketing strategies on are west and south of the Lakes Region, including Concord and Manchester. Commissioner Durfee asked GM Goddard what action is he looking for in regards to the proposed pricing. GM Goddard replied that he hopes the GAC will ratify the pricing so the marketing and management teams can start to build a price model around it for the season. Commissioner Kiedaisch added that he would like to have additional discussions before he has enough information to ratify the proposals and asked the management team to think about what else Gunstock could do to bring excitement and create stories around the state.

**ACTION**

**Motion:** Commissioner Nix made a motion ratify the proposals put forth for the 2019/20 Season Passes and 2019 Summer Adventure Park.

**Second:** Commissioner Dumais.

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**Discussion:** Commissioner Kiedaisch noted the lack of a new “WOW” program in the proposal and suggested the management team consider enhancements that would drive season pass sales and enhance the overall experience, while remaining competitively priced. Discussion ensued of some ideas and suggestions. Chairman Durfee asked GM Goddard when management needed a final decision on the pricing proposal. GM Goddard replied that given the fiscal calendar and business planning cycle, a decision would be needed at tonight’s meeting or else it could delay the launch. Commissioner Nix reminded the commissioners that it was only 2 years ago when Gunstock introduced the 360 Pass, and the expansion of youth/senior pricing, which were well received by Gunstock guests. Commissioner Kiedaisch asked that the Marketing team consider his comments and follow up with a marketing and sales plan for driving season pass revenue in FY20.

**Vote:** All in favor (Commission Kiedaish noted he voted “yes” with reservation).

Commissioner Kiedaisch requested that the management team present, no later than Monday January 28, a pricing plan that they are comfortable with and that is competitive and will provide growth.

#### Written Reports

**Financial Report** - A written report was provided. Finance Director, Cathy White, added that this year’s sales were up by approximately \$520,000 from last Christmas week. Commissioner Nix asked how numbers looked for MLK weekend. Cathy White replied that the three days combined were up but she did not have exact numbers to provide. GM Goddard added that there is a limited snowmaking window over the next few weeks. Gunstock is \$64,000 over budget for electrical costs season-to-date, \$42,000 of which is due to unforeseen increases in the transportation and distribution rates that were not budgeted. Management will try to make up some of the overage if possible.

**Marketing and Sales Report** - A written report was provided. Mike Roth added that the New Year’s Eve event had a great turnout in comparison to last year.

**Resort Services Report** - A written report was provided. Resort Services Director, Robin Rowe, noted they were still experiencing long ticket lines over the MLK weekend but the transactions moved more swiftly. They made a few adjustments from Christmas week which reduced transaction times by approximately 6 minutes on average. She noted that the NPS scores are slowly recovering from the Christmas week rollout. She believes they will see gradual improvement but is unsure if guest service scores will meet their targets. Chairman Durfee said during his observations of operations and services last weekend, he saw shorter lines and an overall smoother process since Christmas week.

**Snowsports Report**- A written report was provided. Snowsports Director, Iwan Fuchs, added that guests waiting in ticket and rental lines created a challenge for the Snowsports School and Instructors are working especially hard to ensure the guests have a great experience once they are on the snow. Commissioner Kiedaisch asked how many lessons went out in December but Iwan Fuchs did not have numbers to report. GM Goddard noted that lesson numbers were up due to skier volume. Commissioner Nix asked how the Flex Time lessons were being

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received. Iwan responded that he hasn't heard any negatives and believes it has had a positive impact on guest experience.

**Human Resources Report** - A written report was provided.

**Operations Report** - A written report was provided. Mountain Operations Manager, Patrick McGonagle, added that department collaborations have been ongoing.

**General Manager's Report** - A written report was provided. GM Goddard gave an overview of the agenda for the work session on Monday, January 28. A brief discussion ensued regarding the agenda items, FY20 planning and additional work sessions.

New Business

- a. **Study Committee- Gunstock Business Model:** Chairman Durfee reminded the commission that at the last GAC meeting the commission learned from Rep. Howard that the Belknap County Delegation had already appointed 3 members to the study committee. Chairman Durfee has drafted and sent a letter to BCD Chairman Sylvia, but as of today has not had a response for scheduling a joint meeting.
- b. **Committee Appointments:** Chairman Durfee suggested that the GAC appoint three people from Gunstock to the committee, two from GAC and one staff member from Gunstock. Commissioner Kiedaisch asked what the study committee members will be asked to do. Chairman Durfee responded that the committee was proposed to study business models because there were suggestions to revisit the operations/business model of Gunstock. Commissioner Nix added that this study committee was brought up at the August GAC meeting as a suggestion of a way to look at alternative business models such as sale, privatization, lease, etc. Commissioner Kiedaisch responded that in order to answer those types of questions there first needs to be information provided that include the variables of how the property can be used. Commissioner Kiedaisch added that the GAC needs to know what the costs will be, what are the rewards, what the competition is doing, among other things. Chairman Durfee responded that there is no outline of goals or direction that the study committee may take which is why a joint meeting with the BCD was proposed. Commissioner Dumais added his concerns about moving forward with a study committee without a facilitator and goals. Commissioner Kiedaisch added that he agrees with Chairman Durfee that two members of the GAC be appointed so that a meeting would not qualify as a public meeting, but he suggests that two or three members of the Gunstock staff are involved. GM Goddard added that in the prior study back in 1999, an outside consultant was hired to complete the research and presented it back to the study committee and his concerns with members of the management team being involved is the time that would be needed to put effort into this committee.

Chairman Durfee replied that since the BCD has already appointed committee members he wants to have members selected at tonight's meeting and once the committee meets they will be able to propose hiring a consultant or not based on the

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goals of the committee. Chairman Durfee asked GM Goddard who he would nominate for the committee; GM Goddard replied that he would nominate Mike Roth. Mike Roth answered that he would accept the appointment. Commissioner Kiedaisch asked GM Goddard why he wouldn't be a second Gunstock representative. GM Goddard replied that he has been through this process before and feels that his time is needed at the resort.

Commissioner Dumais asked Rep. Howard what his thoughts were regarding the study committee. Rep. Howard replied that after reading the prior studies he would like to go back and review prior recommendations and then consider bringing in a facilitator. Chairman Durfee added that he doesn't believe that GM Goddard should be appointed to the committee, due to conflict of interest, and would like the committee made up of new faces that will take an independent look. Chairman Durfee proposed nominating Commissioner Nix and Commissioner Kiedaisch to the study committee to represent the GAC and Mike Roth as a member of the Gunstock management team. Brief discussion ensued regarding recommendations for chairman of the study committee. Commissioner Kiedaisch recommends Commissioner Nix and Commissioner Nix accepted pending acceptance by the entire study committee. Commissioner Kiedaisch added that he would participate on the committee, but has concerns about GM Goddard not being on the committee and hopes that the committee may bring in experts to facilitate and use other resources from the Gunstock management team as necessary.

Chairman Durfee responded that after the appointments are confirmed he will inform BCD Chairman Sylvia and will state that the GAC recommends Commissioner Nix as the chairman of the study. Also, the number of individuals being appointed may change, if needed, to provide resources for the committee.

**ACTION**

**Motion:** Commissioner Dumais made a motion to appoint Commissioner Nix, Commissioner Kiedaisch, and Mike Roth to the study committee.

**Second:** Commissioner Nix.

**Vote:** All in favor.

**Old Business**

- a. *Ethics Policy* - Chairman Durfee suggested that any discussion be tabled until the next meeting when Commissioner Gallagher could be present. An alternative draft ethics policy was included in the meeting packet and Chairman Durfee would like to review and discuss both draft policies at the next GAC meeting.

**ACTION**

**Motion:** Commissioner Nix moved to table the ethics policy discussion.

**Second:** Commissioner Kiedaisch.

**Vote:** All in favor.

- b. *Historic Single Chair Project* - Nothing further to report.

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- c. *GAC Website*- A work session was held prior to the public meeting and the website committee received input for content on website. Chairman Durfee set a goal that the roll out of the website and live posting happen by the end of March.

Other Business

*BCD Gunstock Subcommittee* - Rep. Howard commented that the BCD is currently in the budget process so may be a while before full BCD/GAC joint meeting in regards to the study committee. Commissioner Nix added that he will start correspondence to propose unofficial meeting with the six representatives before a joint BCD/GAC meeting.

*Affiliated Agency Reports* - none

Miscellaneous

Chairman Durfee informed the GAC that GM Goddard recommends scheduling the open house with the BCD for a time when their workload is more convenient, possible after their budget process. Chairman Durfee also added that he would like to update the GAC on projects/ideas that have previously been discussed with GM Goddard and with former Director of Operations, Doug Irving, and suggests a summer work session in which the GAC could drive around the resort and look at projects.

Public Comment

Mike Roth asked the GAC if using Doug Irving's name in an event would be in conflict with the facilities naming policy. Brief discussion ensued and Chairman Durfee suggested that enough time has passed and there is the need for more serious conversations in regards to a memorial for Doug Irving.

John Stow from the Gunstock Nordic Association asked that Lisa Kling, a representative from the GNA, be involved in conversations with any projects that may involve the Nordic jumps. GM Goddard replied that he believes she has been involved.

Chairman Durfee asked GM Goddard to add to the next GAC agenda a discussion about a work session for facility review.

Adjourn

ACTION

- Motion:** Commissioner Kiedaisch made a motion to adjourn the GAC meeting at 9:06pm.
- Second:** Commissioner Nix.
- Vote:** All in favor.

Respectfully Submitted,

Brian Gallagher, Secretary  
Gunstock Area Commission