5-5-20 Lodge Size Decision Criteria Virtual Brainstorming List

Document best operating practices to be put to use in our design efforts

- > E-ticket ordering. On-line sales of lift tickets, rentals, lessons and food service items
- As peak days are always bue sky days, insure outside deck can accommodate peak business; additional deck space is relatively cheap and it is where guests want to be on blue sky days.
- Outside food service capabilities ie. food carts
- More than tables in the cafeteria. Flexible seating capability promoting single seating options to keep single family members from monopolizing group sitting settings
- Broaden Annual ticket sales to include rentals and lessons
- RFID tickets to track usage by user type
- VIP paid parking offsite with shuttle
- Kiosks for ordering all of the above (ala MacDonalds)
- > Expand the "Grab-and-Go" during peak use times and offer attractive food
- > Expand the covered area on the outside deck to allow service during mildly inclement weather
- Utilize effective surge pricing to limit use by non-Members and non-Guests during peak times without being usurious.
- Restrooms are a pressure point, and unlike food service, can't be expanded on peak days, so oversize restrooms to better accommodate guests on days when CCC is exceeded.
- As 50% of guests will utilize packages (lift, lesson, and rental), which should be sold in ski rental, ticketing space reflect this dynamic. Ticket only sales should be done through a couple of windows where guests are outside. Such transactions are quick and do not require indoor space.
- As indoor space will cost \$600/\$700 per sq ft. design employee space very thoughtfully and conservatively do not go overboard, which was done at the cross country center.
- The use of pricing to manage crowding. Pricing it is the key operating tool for management to find the right balance between member enjoyment and financial outcomes.
- I also think that we can only push dynamic pricing so far before we become price uncompetitive or begin to interfere with members' enjoyment and that of their guests.
- Implement demand separation strategies. For example we might offer a discount for "early bird" or afternoon-before renters to reduce the morning traffic jam. Another possibility may be to stagger ski class start times to spread the demand for space over more of the day.
- Rental space should be ample for our sizable rental business, 40%.
- Gracious stairs as users will be in ski boots and kids and others use in the summer.
- > The sq ft of the ski school Yurt should be designed and included into the Lodge new space.
- Leave the operational space needs and requirements up to our Operations staff who know and experience what is needed for today and into the future.
- As we progress with Ward Young on their physical space/programming feedback, I hope that they will as a matter of course serve up additional ideas in regard to current best operating practices. For example, I imagine that they would tell us to have a robust back-up power system.
- We should systematically integrate the critical elements of this new structure with the rest of the TDA infrastructure to fill in any gaps and or provide capability redundancy. In that regard we should be thinking about TDA-wide requirements for meeting space, food service, transportation and parking (shuttles?).

Discuss and decide on # days the task is comfortable with exceeding the planned CCC. Probably a range of values here.

- > CCC should be established such that we don't exceed it by more than 20% on 5 days per season.
- Up to 20% above CCC is a busy day but not a critical problem. More than that, crowding significantly impacts member/guest experience. This criteria results in a CCC of about 1000.
- When we think about member experience we shouldn't base decisions just on the experience of the 30% of TD members who use the downhill ski area. We should also consider the 70% who don't. The benefit to skiers of a bigger lodge must be balanced with the potential benefit of improvements at other amenities.
- I think some crowding on peak days is not only okay, it is expected by most skiers.
- The crowding problem during surge times occurs in parking, the eating area, lessons, and the areas inside the lodge where users are queuing for services such as buying tickets and lessons, renting equipment and the various stages of food service
- The question of how much of the time overcrowding is acceptable depends on the definition of acceptable. Most service businesses measure customer satisfaction from a variety of perspectives.
- I believe the CCC should be, as we have discussed, 1,000. It is acceptable to exceed CCC 10+ days/year. Again, as discussed, the day lodge design should incorporate cost affective features to better accommodate peak days.
- While I do believe a new day lodge will increase utilization, and with expanded snowmaking, will it increase average annual visits. However, I do not believe the increased revenues generated as a result of a new day lodge will provide a ROI that is considered acceptable by normal business standards. Therefore, if we increase CCC to something higher than 1,000, then we will be recommending a \$18+ million "Easter Sunday" day lodge design and it will be a 'pride of ownership' decision. I will not support such a design, as I believe it will be a disservice to the property owners.
- As to CCC it is apparent that a wide range of assumptions may be reasonable for some organizations. For me, as we push the number above the amount needed to accommodate our members the financial and member enjoyment calculations are increasingly important.
- ➢ We should not exceed our comfortable carrying capacity more than 5 days/season.
- I'm ok with exceeding the planned comfortable carrying capacity limit of the DHS Lodge (1000 skiers/day) by 10-15 days each year in a good snow year.