EAGLECREST PLANNING COMMITTEE AGENDA

August 12, 2026 at 12:00 PM

Zoom Webinar Only

https://juneau.zoom.us/j/88555371873 or 1-253-215-8782 Webinar ID: 885 5537 1873

A. ROLL CALL

B. APPROVAL OF AGENDA

C. AGENDA TOPICS

1. Planning Project Update

2. Capital Improvement Funding Discussion

3. Operational Performance Metric Discussion

D. BOARD OF DIRECTORS' COMMENTS AND QUESTIONS

E. NEXT MEETING DATE

F. ADJOURNMENT

ADA accommodations available upon request: contact the Clerk's Office (907)586-5278 or city.clerk@juneau.gov at least 36 hours prior to a meeting, to request ADA arrangements.

Dear Fellow Eaglecrest Board Members,

During Tuesday's meeting I suggested that, as part of the upcoming strategic planning process, we begin thinking about the long-term goals and measurable outcomes we want Eaglecrest to achieve.

I've been digging through the 2012 Master Plan to better understand what Eaglecrest set out to accomplish over the past decade and how that compares to where we are today.

What stood out is that while the Master Plan established several long-term strategic objectives, I wasn't able to identify a small set of board-level metrics that were consistently tracked over time to better achieve these goals. As we begin developing the next Strategic Business Plan and the start of a new GM, I think this is an opportunity to establish a handful of "North Star" metrics that remain consistent regardless of changes in board membership or management.

One example comes directly from the 2012 Master Plan.

At that time, Eaglecrest recovered approximately **70% of its operating costs through operating revenue**. Based on our current budget, that figure appears to be closer to **~56% today**. Regardless of the exact percentage, the trend suggests that financial self-sufficiency has become more challenging over the past decade.

As I continued reading the Master Plan, I started thinking about a small group of strategic metrics that could be tracked consistently over the life of the next Strategic Business Plan.

Each metric answers a different strategic question:

- **Operating Cost Recovery:** *Are we becoming more financially self-sustaining?*
- **Revenue Diversification:** *Are we becoming less dependent on snow?*
- **Revenue Per Visitor:** *Are we creating more value from each guest?*
- **Season Pass Growth:** *Are we building a larger and more loyal customer base?*
- **Year-Round Revenue:** *Are we becoming a true four-season recreation destination?*

Below I have also laid out the calculation and purpose for these metrics. I hope you will take time to consider these before our next sessions. I also welcome discussion and what you deem important to the improved governance of Eaglecrest.

***I also think these metrics could provide useful guidance to SE Group as they develop the Strategic Business Plan and identify measurable outcomes for the next decade.*

Note: The numbers in the examples below will need to be double checked, but I wanted to provide examples of real-world applications.

1. Operating Cost Recovery

Purpose: Reduce reliance on municipal subsidies by increasing the percentage of operating costs covered by Eaglecrest's own revenues.

Formula:

Operating Revenue ÷ Operating Expenses

Example:

2012 Budget

- Operating Revenue = **$2.8M**
- Operating Expenses = **$4.0M**

2012 Cost Recovery = 70%

Eaglecrest generated **70¢ of every operating dollar**.

2025/26 Current Budget

- Operating Revenue = **~$2.1M**
- Operating Expenses = **~$3.75M**

2025/2026 Cost Recovery = ~56%

Interpretation: Based on the figures in the 2012 Master Plan and the current budget, Eaglecrest appears to be recovering a smaller share of its operating costs through operating revenue than it did in 2012, suggesting increased reliance on municipal support.

Example Future Goal:

The board could establish a target operating cost recovery percentage as part of the Strategic Business Plan (Example: x% by y date)

2. Revenue Diversification

Purpose: Reduce dependence on winter operations by increasing revenue from food & beverage, retail, rentals, events, summer recreation, commercial partnerships, and other non-lift activities.

Formula:

Non-Lift Revenue ÷ Total Operating Revenue

Illustrative Example

- Lift Tickets & Passes = **$1.6M**
- Lessons = **$250K**
- Rentals = **$180K**
- Retail = **$140K**
- Events = **$90K**
- Other = **$340K**
- Total Revenue = **$2.6M**
- Non-Lift Revenue = **$1.0M**

Revenue Diversification = 38%

Interpretation: Nearly **4 out of every 10 dollars** comes from sources other than lift ticket and pass sales.

Example Future Goal: Establish a long-term target for the percentage of revenue generated from non-lift sources. (Example: X% by Y-date)

3. Revenue Per Visitor

Purpose: Increase the value generated from every guest by encouraging spending across all Eaglecrest offerings—not just lift tickets.

Formula:

Total Operating Revenue ÷ Total Visits

Illustrative Example

- Revenue = **$2.6M**

- Visits = **40,000**
- Revenue Per Visitor = **$65**
- If revenue increases to **$2.8M** while visitation remains **40,000**:

Revenue Per Visitor = $70

Interpretation: Eaglecrest is creating more value from each guest even without increasing attendance.

Example Future Goal: Increase revenue per visitor by $3 and you will bring in an extra $120,000

4. Season Pass Growth

Purpose: Improve cash flow, strengthen customer loyalty, and reduce weather-related revenue risk through a larger base of committed customers.

Formula:

(Current Year Season Passes – Prior Year Season Passes) ÷ Prior Year Season Passes

Illustrative Example

- 2026 = **2,000 Season Passes**
- 2027 = **2,250 Season Passes**

Growth = **250 passes (12.5%)**

Interpretation: Eaglecrest has added **250 committed customers before the season even begins**, strengthening predictable revenue.

Example Future Goal: Increase season pass sales annually while improving pass renewal rates and expanding participation among new skiers and riders.

5. Year-Round Revenue

Purpose: Build a true four-season recreation business that generates meaningful revenue outside the winter ski season and better utilizes Eaglecrest's assets throughout the year.

Formula:

Revenue Generated Outside Winter ÷ Total Operating Revenue

Illustrative Example

- Winter Revenue = **$2.2M**
- Summer Revenue = **$400K**
- Total Revenue = **$2.6M**

Year-Round Revenue = 15%

If summer revenue grows to **$800K**, while winter remains stable:

Total Revenue = **$3.0M**

Year-Round Revenue = 27%

Interpretation: Eaglecrest becomes significantly less dependent on winter conditions.

Example Future Goal: Establish annual year-round revenue growth targets as part of the Strategic Business Plan, with the objective of reducing Eaglecrest's dependence on winter operations over time.

To me, these become part of the board's long-term scorecard. Every initiative we pursue, whether it's increasing season pass sales, improving food service, expanding summer recreation, growing retail, hosting more events, or developing partnerships, should ultimately improve one or more of these metrics.

These are not exhaustive, but suggestions. I also recognize that many of these may be tracked "in some form" but perhaps not together as a full health check. Other measures such as guest satisfaction, employee engagement, safety, environmental stewardship, capital asset condition, or community impact, may also prove to be important components of Eaglecrest's long-term success.

They shift the conversation from **"Did we balance this year's budget?"** to **"Are we building a stronger, more financially sustainable, and more resilient Eaglecrest over time?"**

These are some thoughts as I've been working through the historical planning documents. I look forward to hearing everyone's perspective.

Sincerely,

Sandy Hussain