

Mad River Glen - Out of State Candidate: Statement, Profile and Questions

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Statement:

I discovered Mad River Glen 21 years ago and immediately fell in love with its incredible terrain and unique character. More recently, I've fallen in love with Mad River Glen's potential. I believe that the journey that the cooperative and the mountain have taken over the last two decades has created a unique perspective that not only speaks to how to preserve a great skiing experience, but also how to deliver that experience to the skiing community beyond Stark Mountain.

I will bring new perspectives to the board and respect existing ones. I believe our future success can come from embracing and leveraging the evolving and multi-faceted nature of our purpose. I'd like to serve on the board to support the mission of the cooperative and help us continue to pursue a future that is economically, environmentally and culturally sustainable for both Mad River Glen and the broader skiing community.

Profile:

I'm a complex systems specialist with a focus on software innovation. I have degrees in Ski Area Management, Geographic Information Systems and Environmental Planning, but have spent most of my career helping organizations make concrete decisions about the future through the integration of strategic planning and technology prototyping.

I'm the co-founder of a number of ventures in the software innovation space. Currently I'm the CEO of Normative (www.normative.com) which provides innovation consulting services for executive level clients and boards.

I believe that profit gives organizations the freedom to chart their own path, and that purpose is what makes profit possible. I'm a disciple of servant leadership and I love helping teams accomplish great things.

I'm married with three children under 10 years old. We ski *a lot*.

Mad River Glen Board of Trustees Candidate's Questions: 2018

1. What brought you to Mad River Glen initially? What keeps you coming back today?

My first visit to Mad River Glen was April 1, 1996. I was trying to extend the ski season with one last trip, and a girl I liked wanted to do the same. Mad River Glen was the cheapest place we could find to ski for a week. We borrowed a van, drove seven hours and spent the week sleeping in the parking lot and eating canned pasta. We skied the Single Chair for seven days straight.

Twenty years later, we're still in love with Mad River Glen. We rent a home on Schuss Pass and make the seven hour drive from Toronto almost every weekend. Our daughters are in the seasonal lesson programs, and our son has begun to terrorize the Cricket Club. Like many of you, our family has found a home at Mad River Glen, and a welcoming community of people that we can relate to. We came for the skiing, and stayed for the people. That's what keeps us coming back.

2. Why are you running for the board? What strengths would you bring to being a Trustee? Is there an officer role or committee chair in which you'd be interested in serving sometime during your tenure?

"If your contribution has been vital there will always be somebody to pick up where you left off, and that will be your claim to immortality"

- *Walter Gropius*

I am running for the board because I want to contribute to the sustainability of Mad River Glen and the Cooperative. I have been inspired by the investment that countless people have made to the mountain over the last seventy years, and I want pick up their work and carry it forward.

I can bring a unique set of strengths to the board as a trustee:

- I have degrees in Ski Area Management, Geographic Information Systems and Environmental Planning.
- I've worked in almost every job in the ski industry: ski instructor, rental shop technician, mountain operations and snowmaking.
- I'm a successful serial entrepreneur and expert in solving complex systems challenges.
- I'm a trained facilitator with 15 years of experience helping senior leaders assess, plan and manage innovation initiatives.
- I'm skilled at collaboratively building team capability and infrastructure with limited resources.

In short, I understand the unique challenges of running a ski area and I can help teams successfully work through challenging problems quickly and efficiently.

I am very interested in serving on the Elections and Board Development Committee as well as the Finance Committee. I would like to serve in an executive officer role if my skills can support the success of the board and the co-op. I believe that with some experience as a trustee, I can be a strong leader in the role of President or Vice President.

The role of the trustee is rooted in service. Regardless of whether I am elected this year, as a cooperative member I will continue to meet and learn from the Mad River Glen community; Co-op shareholders, employees, homeowners and the skiing public. If we haven't met yet, I'm looking forward to hearing your history with Mad River Glen and understanding your perspectives on the mountain and the Co-op.

3. The co-op has entered its third decade. We have new leadership and are undertaking a significant philanthropic campaign. Where do you see the co-op in five years? Ten years? What is your vision of the Board's role in this future?

In five years I see the co-op as a sustainable venture from both a financial and an operational perspective. We have begun to deliberately use the strength of Mad River Glen's iconoclastic story and brand to provide a unique perspective and voice in key ski industry conversations. We have begun to trial and implement technologies and practices that further reduce our impact on the natural environment. The success of the Preserve our Paradise campaign has enabled the Co-op to address its immediate infrastructure needs and take a more proactive stance towards capital investments and infrastructure maintenance.

In ten years, I see the co-op as a unique and viable alternative to the aggregation and consolidation-focused business models that are dominating the ski industry. We continue to be operationally lean and focused on delivering a high quality experience for our shareholders, patrons and visitors. The Preserve our Paradise campaign has evolved into a long term program that has shifted our economic model even closer to that of a private university or philanthropic organization. Our economic and operational approach serves as a clear and accessible blueprint for other ski areas that want to provide a sustainable environment for the enjoyment of skiers and others who love the mountains.

Over the next decade the role of the Board will need to evolve to become an increasingly forward-looking resource for both the mountain management and the committees and groups that operate in support of the cooperative. This shifts the focus of the board from the question of "what do we need to do" to asking "what can we do" and "what should we do". The board becomes less of a decision-making apparatus, and focuses more on helping the cooperative reflect and extend the principles on which Mad River Glen was founded.

Mad River Glen's identity has always been rooted in a passion for preserving the experience of being in the mountains. The Co-op board of trustees acts as a steward and guide in this journey. For almost 35 years, we've been known for our call to action to "Ski It If You Can". In the future, we have the opportunity to extend this statement beyond the experience of skiing Mad River Glen.

"Ski It If You Can" can become our statement of purpose to the ski industry and more broadly, the sport of skiing and mountain recreation. This year Ski Magazine said that "Mad River is skiing as it should be". Ten years from now we've taken this statement to heart and we are actively working to help Roland Palmedo's vision for Mad River Glen scale beyond the geography of Stark Mountain.

Mad River Glen has always been more than a ski area. By sticking to our purpose and not changing who we are, we can inspire the next generation of skiers and ski areas to be like us, and ensure that the future of skiing is truly rooted in the idea of preserving the mountain experience for future generations.

4. We are half way to the goal of \$6.5M with the Preserve Our Paradise capital campaign. What are you prepared to do to ensure the campaign meets its goal? How can you help the campaign succeed between now and April 2019? What role do you see philanthropy playing in the Co-op's future?

With the Preserve our Paradise campaign well underway, I am prepared to help the fundraising committee with the execution of the campaign plan. Whether that support is tactical or strategic, I strongly believe in the vision of the campaign and understand that solid execution is the key to reaching our goal by April 2019. Whether that's donor outreach or back-office support, I'm ready to pick up and support the initiative.

Looking forward, I see philanthropy as having two roles in the Co-op's future:

The first role is taking the lessons we have learned from the Single Chair and the Preserve our Paradise campaign, and transitioning our fundraising strategy from a campaign focus to a program focus. I see an opportunity for the Co-op's economic model to more closely mirror a university endowment model. I believe that Mad River Glen's unique brand and community can be the base for developing a ski area business model that is not tied to real estate sales, hotel rooms or lift ticket sales. We've seen some recent ownership changes in the ski industry - Taos specifically - that suggest that patronage is a viable alternative. The Co-op doesn't need a patron, but we can explore the patronage model, and our fundraising success over the last 15 years indicates that we have the capability to go in this direction.

The second philanthropic role I see in the Co-op's future is investing in, and partnering with initiatives and causes that are tightly aligned with the mission and purpose of our community. Whether this is supporting programs like Protect our Winters or sharing our expertise and knowledge with management teams at community ski areas, an outwardly facing philanthropic

perspective can be one of the ways we help scale the idea of Mad River Glen to the broader skiing community.