



LOOKING AHEAD

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LOOKING AHEAD

Introduction:

At the 2009 AGM, a motion passed calling for a study of our membership trend, and, for an assessment of what the club should do to continue its traditional activities. The motion arose owing to the difficulties filling trips later in the season, i.e. Mount Washington, Stake Lake #2, Callaghan #3, Apex and Manning Chalet #2.

Discussions began with resource people whose activities related to our own:

- BCAA – a ‘membership’ organization in the travel business,
- Sigge’s – a well known cross country ski equipment, apparel and service retailer,
- Cypress Mountain- the Hollyburn cross country ski area management,
- International Stage Lines – our charter carrier,
- 2006 Survey of Outdoor Clubs –Chris Heath, a former North Shore Hiker exec.

Committee meetings generally followed the guideline:

- Aims & Goals,
- Image (club members completed a survey),
- Participation & Retention,
- Management,
- Marketing.

The Committee comprised club members at large, our executive, the resource speakers, and guests from the Nordic Racers and Nordic Wrecks Ski Clubs. Much of detail from these meetings, ideas and reactions is found on the “blog” ‘theskiers.proboards .com’, now located on the club website ‘theskiers.ca’, where anyone can look.

Summary:

The problem is the decline in membership from 261 members in the season 2004/2005 to 198 members in 2009/2010 season. In more practical terms, a reduction from 5.2 members per bus seat to 4 members per seat. Over 13 seasons, statistics indicate that in an “average” season the club loses as many members as are gained, which is an overall average of about 25% per year. But, for the past 5 seasons the inflow has been at 21% and the outflow at 26% on average.

Conclusion:

This study concludes that the club should focus on “retention” because the club has more currency among members, than among prospects. New members value ease of access, instruction, guidance, and social integration. Likewise, club programs should be extended to established members who value learning new ski techniques, as well as to loppeteers where technique is a continuing challenge.

Volunteers are valued because they are the warm and fuzzy organization skin that care for member needs and encourage belonging. A conclusion is that the recommended positions of Coach, Membership Chair and Communications Co-ordinator foster delegation. A club-wide goal would be to have 25% of the membership engaged.

New and old members show an extensive commitment to other intense outdoor sports. It is important to regard members as: (i) worth competing for their participation (ii) valuing ‘Nordic skiing experience’ (iii) entrusting to the club a large share of their commitment to fitness and wellness.

Communication is vital to member relationships and program success. A conclusion is to make our main communication tool - the website & blog, a “two-way medium” supporting member expression. We need to provide web-use instruction and assistance.

Recommendations:

- 1. Establish a club-wide focus on new members (1st to 3rd years of membership).**
- 2. Encourage diversity of Nordic techniques and activities among members,**
- 3. Organize training and development resources managed by a club “Coach”,**
- 4. Offer a “Meeting and Event Schedule” managed by a “Membership Chair”,**
- 5. Program local ski events to accommodate newcomers and enthusiasts,**
- 6. Set up a Communications Agenda, for the website, blog, news letter, managed by one Co-ordinator**
- 7. Look for functional relationships with, Sigge’s, Cypress, WOP, the Nordic Racers and Cypress Jack Rabbits, and with other outdoor & wellness clubs.**

Our Environment:

Our views were informed by:

BCAA's Colin McPhail, Membership Director, who spoke of positioning for economic recovery, pointed to BCAA's use of "Face-Book" to engage new and existing members. He told us 'on-line' use is growing fastest among the 40-65 year old crowd. He underlined the theme of "Responsible Consumption" in today's promotion lingo and the emergence of the Pepsi Smile. (Quite recently BCAA dismantled their travel agency office in favour of on-line sales).

Bill Cooper, Cypress' Cross Country Area Manager, cited the findings of The James Chung Report ⁽¹⁾ presented to a North American association of XC ski areas' in 2006. Chung describes a steady decline in the XC sport attendance and expenditures. Cypress, Bill Cooper said, is the second busiest Cross Country destination in N.A. But, visits were down in 2008/2009. High levels of interest in snow shoeing at Cypress are peaking-out. Opportunity exists for a sport switch among the 4 year snow-shoeing veterans, but ski equipment cost is a challenge. Bill felt that Whistler Olympic Park (Callaghan) will benefit all the regional players, including Cypress.

Anders Bjorklund, Sigge's, did not suggest a decline in traffic, but he mentioned that Sigge's bus business has been at 1,000 participants over the last 5 years. Anders told us that a large turnover among beginners is normal, that women from 25-35 make up 70% of skate ski clinics, and, women 35-65 are two thirds of Sigge's business. He felt that skate skiers and 20-40 year olds do not invest more than 2-3 hours per ski outing.

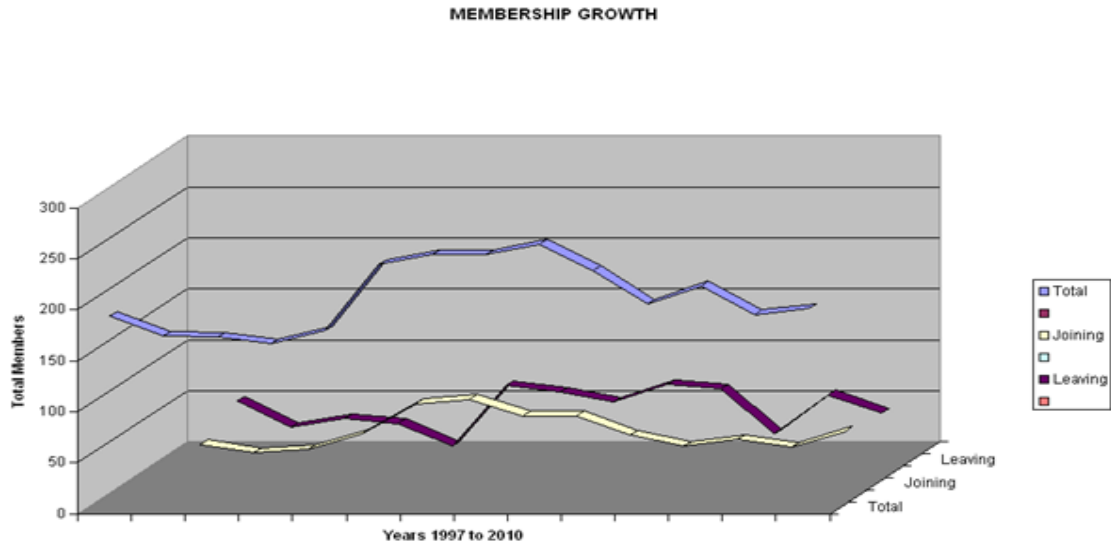
Brad Sidjak, Sales Manager for ISL, stated that charter levels are at an all time low, and that bargains are available in the travel industry. The industry's response is to offer more benefits to the traveller instead of price cuts, which are difficult to recover. Brad suggested cross contact with other groups and expressed readiness to help. (Brad did graciously provide the Reno trip!)

Chris Heath ⁽²⁾ described his outdoor club survey into the slow decline in the NSH membership and similar outdoor clubs. Chris said membership decline caused reduced trail maintenance, increased training costs and resulted in a shortage of volunteers. He recommended increased linkages and cross-over activities among clubs. Chris mentioned the failure of the provincial hiking organization and of the local club executives to recognise and devote energy to membership decline.

Our Problem:

Vancouver Skiers, records its membership with Cross Country BC using “Zone 4”, a registration system which interfaces with the XCBC website. Taken from this data bank, our membership history looks like a rising and falling curve starting from 190 members to gradual peak at 261, then declining to 198 members over 13 seasons:

Membership History:

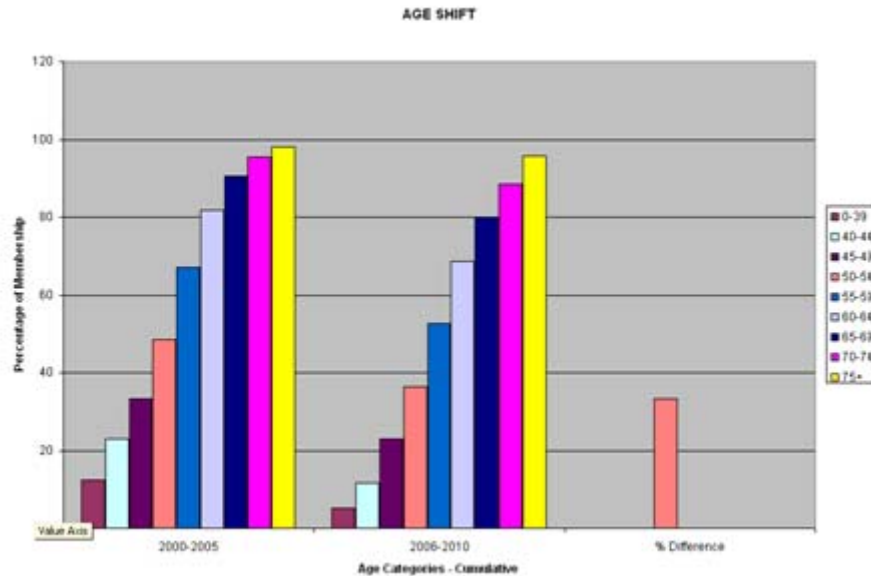


Over the entire period we gained 692 members and lost 684. This is actually good news! The club has attracted nearly 53 new members annually on average – **this season 54!**

Our problem is the average loss of 53 members each season.

The challenge is how to retain incoming members and then how to attract new members who fit our profile.

Age Trend



Over the time frame our membership rises and falls, there is also an age shift. The chart shows our age profile cumulatively (total under 39, total under 49,) comparing two periods 2000-2005 and 2006- 2010. Five years ago, in 2005 there were 13 more junior members (those up to 54 years old) a large, 33% decline since.

Gender History:

Between the 1996/97 and 2009/10 season the gender ratio initially 60/40 shifted to 71/29. Over the last 10 years the male component varies between 29-39%. (Does this highly visible ratio affect retention?)

Observation:

Without a confident understanding of the causes behind the current member decline, the assumption made is: 'the larger the membership the more dependable the Trip Schedule'. Reviewing the trips for the seasons 2002/03 to 2004/05 there were fewer trips cancelled. At that time there were roughly 5 members per bus seat compared with 4 per seat now.

Our Discussion:

The Get on the Bus "Blog" mentioned in the Introduction covers a broad commentary. This review will follow the frame work of Aims & Goals, Image, etc, looking at the popular and revealing comments.

Club Aims & Goals:

“Promote x-country skiing (and snowshoeing?) in BC. Introduce people to the sport by offering coaching, partnering, reduced equipment costs. Offer great bus trips to different locations in an environmentally responsible way. Be a social club targeting a particular demographic”

“Visit, enjoy and explore ski and snowshoe venues. Spend time with really great people who also enjoy skiing, snowshoeing and socialising. Host Nordic Ski and snowshoe events and support Vancouver area Nordic events. Be recognised as a leading Nordic club with a strong presence at Callaghan Valley and Cypress. Support and encourage member participation in ski and snowshoe events. Promote cross-country skiing and snowshoeing in the greater Vancouver area. Work with other clubs and Sigge’s to promote cross country skiing and snowshoeing. Encourage and support new members to participate in the club trips and club events.”

“We loved the idea of skiing with others, no need to drive, ski in different places and meet people ... and ... learn and be safe can be added”

Image:

Our Fall Member Survey (3) provided an interesting profile by those 90 surveyed. Since the survey captured 50% of the membership and since there is a close correspondence to our actual age profile, we can assume that it is reliable.

- about 66% have skied 6 or more years – 75% of these over 11 years,
- More than half the club members have been members for 6+ years - only 20% for two years or less. (This, along with the club’s aging profile, suggests efforts must be made to attract/retain new members.)
- 92% of the members classic ski, 40% are skaters, 45% downhill, 56% also backcountry ski, and 27% also snow-shoe. Nearly 20% of those in all techniques see themselves as beginners. (This suggests an opportunity to extend participation).
- members are physically active, engaging in 2-3 other sports; in order of interest: hiking, road riding & mountain biking, kayaking, as well as running, sailing, in-line skating. (This level of engagement in endurance sports points to fitness or wellness as primary motivator. It also suggests members network well among clubs)
- 50 (56%) respondents were introduced to our club by a friend. Sigge’s introduced 18 (23%). The website and “other” accounted for 12%. (Perhaps the website is a tool used by friends and Sigge’s to describe the club).
- choosing between two reasons for joining, more than 50% choose accessing out of town trails or day trips (ski travel) and 40% chose socialize or ski with others, a small but significant portion selected learning.
- “Interest in Changes to Bus Trips” offered 6 trip enhancements. The two possible responses were “some interest?” (30-45%) and “high interest?” (5 –

20%). Surprisingly the suggestion “More Bus Trips” drew the 5% response among the “high interest” respondents! In contrast the “some interest” respondents to “Combine Bus Trips with Other Outings” was the highest at 45%.

- “Social Activities Likely to Attend” offered 6 social activities. Here members ranked “Monthly Meeting” highest (on the sum of both levels of interest) and “Dance and Social” the lowest on the same basis. Wine and Cheese and Outdoor Barbeque were popular choices, while less familiar circumstances ranked lowest (Pub night, New Members Night, and, Dance and Social).
- There is a high level of interest in volunteer activity, from the executive roles, coaching, ski-buddies, co-ordinators, committee-work etc. (This high level of interest contrasts with the Executive perception. In addition, volunteers are a challenge if their role requires a level of guidance).

Summary:

The club’s core activity is skiing, in a variety of techniques, as well as snow-shoeing. Half of our membership has skied over 11 years. Most were introduced to our club through a member friend, (Sigge’s is a significant source). Members are highly engaged in endurance sports, probably through similar organizations which hike, cycle, kayak etc, and it is also likely that members have a circle of friends related to these activities. The extent of their physical activity suggests that fitness and wellness are priorities. Members are willing to try more novel bus outings, but would not exclude other transportation. In terms of social events there is a preference for the familiar. Most members are ready to volunteer to work in select activities.

The flip side of this profile, suggests our members are highly occupied with similarly rewarding activities, which compete for their attention, particularly in the shoulder seasons. To be competitive requires a high quality slate of events offered to allow members time to decide and plan. Newer skiers expect to gain expertise.

Participation and Retention:

The committee had many, many comments and suggestions on how to increase retention. The following selection tries to capture themes, none-the- less the ‘blog’ is the complete resource. For brevity, some comments are edited:

“Identify new members, and make them feel welcome at meetings and trips. If we know who’s coming ahead of time (say on a bus trip) so much the better. Do you remember what it was like when you joined the club? How could it have been improved? Would it help to dedicate someone to assist new members at functions?”

“Promote ski lessons on some of our ski trips - maybe someone from Nordic Racers (or even our club) would like to teach for a fee. Imagine a “bring-a-friend event.” to
- promote lessons at Cypress / Callaghan,
- encourage a “learn and ski together” atmosphere where a group of club members can
. take lessons together at Cypress ...

- the club can buy some inexpensive skiing DVDs ... after watching a few “how to” DVDs, wouldn’t you be interested to go skiing and try out what you learnt?”

“The bottom line is that *better skiing promotes club retention*. Once people are proficient to ski, they *continue to ski* - hopefully with the club”

“IDEA! - kill the newsletter.

- *Upgrade the website with blogs*

- *Upgrade the website to include member sections such as a Buy & Sell (let members be able to sell things) and Photo Galleries.*

- Change the website to allow anyone to view it; but only registered members to add entries to it.” (Stephen Ng, the commentator established a demo website with the features he describes.)

“Use ‘member profiles’ on the website to help prospects identify with the club”

“What if we produced 3 letters a season, the beginning, mid and end? And, what if their purpose is to use the newsletter format to replace the leaflet. They would be topical, more personal and promote upcoming events, and placed in the usual spots as well as Cypress, Callaghan, Manning and in spots along the cycling greenways”.

“At the start of each season, there should be a *Trip Blog* started by each trip leader for each ski trip. The blog entry will describe to skiers what to expect on a trip. If people have questions, they can blog it. After the ski trip, skiers can upload photos and fun comments to the blog. *Think of the Trip Blog as a live conversation* with images that never ends. It connects people before the trip and after the trip. Isn’t this much better than a static newsletter?”

“So, here’s a (*seasonal calendar*) scenario that incorporates all the above ideas....

SEPTEMBER- mail out “Ski Alumni Invitation” (with RSVP) to all past members in the last 5 years for a pre-season BBQ. *Bring A Friend!* The RSVP reply should identify if a new member is coming. Mail out a “draft” copy of the *preliminary trip schedule* (it may be subject to change, but at least it’ll get people talking as a conversation piece)

Try a fun BBQ to *get re-acquainted* with old friends. The location should be different than the Sunrise Community Centre. *Make all new members feel welcome* and explain that there is a trip signup in October. At the event, several “Learn to Ski” DVDs can be passed around to folks who want to view them at home in order to get them excited.

OCTOBER – mail a notification of the Trip Signup Social Event. “*Bring A Friend!*” Also include the final Trip Schedule. Have the Social Event. Demo the upgraded website (and blogs). Each registered skier gets a temporary password. Upon login, they change it with an email address. An existing member shouldn’t have to re-register unless they are de-activated or change email address. .

DEC - JAN ski trips begin. Trip leaders *start a Trip Blog* with details on their trip. They have a list of registered skiers so contacting them via email is easy. If members have questions, they can email back, phone, or *blog*. The trip leader can read the blog to see what's on people's mind before the trip, ask if anyone is new to the club and newbies can blog "yes - I am." On the bus, the new members should be identified. After a trip, skiers can blog a fun incident or upload photos.

JAN, Early FEB - email notification ... *a mid-season Trip Signup* and Social Potluck ... potential is for new club members to come, learn more, and potentially signup. *Bring a Friend!!!* Existing members can consider a signup for vacant bus spots. (This could serve as club meeting as well.)

APRIL- MAY - email all club Alumni (asking) about what ski trips they would like to see for the next ski season. Provide a list of trips. Use this as a basis for the next season ... the email should conclude by "*Bring A Friend*" for next season."

"... if it helps if people get a *name badge* at the trip sign social event to keep for the rest of the season."

"On any occasion our attitude should be "*welcome on board*". My responsibility as a member should be to make the acquaintance of every new face I see ... on the bus, at the Vancouver boarding points, each meeting, and to introduce my circle of friends. Find out what the new member's plans are. This calls for a "*cultural change*" because we're shy and directed towards our established friends. It is daunting ... to see acquaintances ...I can't hang a name on. But ... *a club protocol* that calls on us to welcome "all new and old" ... the attendant embarrassment is shared."

"*Adopt Callaghan* or Cypress as home base. I use Cypress 3 nights a week, and, I see a few VS & S members. Is the reason ... because Cypress is an aerobic (skaters) domain?. It's challenging for our median age m/f, 59/60 year olds ... I do enjoy Cypress and with out abandoning it, I think Callaghan holds the trump cards. If we consider *Callaghan as our club base*, we gain access to both simple and sophisticated, skate, classic and snow shoe trails, lodges, back country ... To top it off, if we take some responsibility for Callaghan, we can brag about our location."

"Make meetings wouldn't want to miss events. They're critical to retention and they are the *easiest gateway for most member referrals*. If our meetings were awesome Anders would send his clients, ditto Bill Cooper & snow shoers. Likewise, for the less junior 'N. Rs.' who are looking for a mellow approach ..."

"Monthly meetings should get the *same attention as the trips* ... meetings could have: serial topics (i.e. technique) high profile guests (i.e. wellness, classic, skate, back country, fashion, equipment, photography expert, ski commentator, Olympic athlete, trainer, winter tour operator). Add a detailed *presentation on an upcoming trip including why the value is good* ... agenda. Meet a visitor moments. Plus ... win big (trip to Vegas)?"

“...if we want to get people involved ... make *groups according to levels*, ... and have someone with more experience leading. I think *newbies* ... *enjoy an easy route* (if they suffer the first time they might not come back) ... We need to offer something that makes us different from other clubs, training and (at) all levels club could be something ... attractive for those skiers with basic or no experience ...can we *have someone from the club giving free classes* to new members ... it is a good idea to have a base and meet on a weekday to practice with a senior member ... those training session can we include *equipment advice*, what to rent where or what to buy ... the \$\$\$\$ factor, new members can learn on cheap rentals or second hand equipment, suggestions to save money. ... cover safety, clothing, and technique ... before trips routes can be discussed ...have a small library ... DVD's or books.”

“... try to establish a contact with the Jackrabbits on Cypress. Most of the kids think that's all there is. We could invite the highest (most advanced) group to one of our outings, which would – hopefully – draw the parents in also and such provide us with potential membership.”

“... the club needs to make new members more welcome ...it is important that we have events where new members get the chance to socialize with others rather than feeling they are *not part of the inner circle*. Finally I like the idea of lessons - *training of some sort*. This could be an informal *night at Cypress*, maybe *arranged through the blog*, where experienced skiers could give guidance upon improving a person's skiing while also making it a social night, maybe going to the new lodge at Cypress later for a beer.”

“... it is easier to socialize *with new members* or skiers you don't know on overnight trips. There are several informal opportunities to interact. A person might share a quad with some older members. There is the pre-dinner happy hour and often a potluck. Day trips are a little harder. Interaction has to be orchestrated before we get off the bus and disperse. “

“... it is very important to get the date for the wine and cheese/social/sign-up to as many alumni as possible with 'bring a friend' notation. That event can be posted/advertised on the website front and center. *Alumni are seeing other alumni all-year-round in other clubs so I think socializing isn't a priority with this group, it is to sign up for a trip and make sure you have some friends on the bus.*”

“... feature an *alumni trip*, totally spec'd out: tune-up instructor, breakfast, lunch and dinner spots, on-board movie, bus-bingo, song-sheet, seat mate swaps, draw, may be some trail events, (or, do it on a week day to Manning and feature lunch, sauna, whirl pool, yoga lesson, technique tune up may be some volunteers would wax up their skis the week before)”

“First evening: Perhaps we could have a short power point discussion about *using the website* as the new communication tool.”

“... the newsletter is a bit of a waste of \$\$ and the website is the way to go. The trip blog is a good idea. “

“I often come as a single and just hope that someone is on the bus that I know and can join. If there is a conversation ahead of the trip, perhaps people can sort out plans before they get on the bus, including someone new who is looking to partner.”

“... the idea of inviting good speakers to meetings. Group dynamics – that would be intriguing topic. I agree that we have to *encourage integration or we end up in cliques*”.

“...NSH generally have interesting slide shows but not during busy summer hiking time. We have started having an intermission between two presentations and this allows folks to get up, socialize and hang around the food table.”

“I loved the idea of a ski night and later a beer to socialize with new members. Our trips can have an instructor, but a club member who might be interested in volunteering would be ideal. “

“... eating is an important issue, much of the trip (pleasure) relates to your seat. Unfortunately, the trips sell first come first serve, but then when it comes to seating its first on-board. *Why not reserve your seat when you join the trip?* The website could show numbered seat configurations for the different buses, so the trip leaders could trip-blog; the occupant and seat # as they pay. The upside to posting the bus occupancy on the blog is that those who like that trip will be encouraged to hustle up others (snowshoers, xc skiers, downhill skiers, or just weekend adventurers).”

“Wouldn't it be better if newbies could *join the club on-line*, (using Pay-Pal), then pick their trip, then blog (using the confidential blog email) to the co-ordinator for their seat?”

“Other clubs have newsletters, editors, boards and schedules. One could ask to have a couple of lines on their first page to offer an alternate winter sport & destination ... Notice could look like this: *Check out theskiers.ca website for local x-country ski trips. Arranged bus transportation makes these trips reasonable, social, green and safe.*”

“... we have only certain number of weekends a year ... can (we) schedule shorter trips or day trips on the same weekends other long trips are planned, so other members with time restriction can still go somewhere like Manning or Callaghan ... rent smaller buses?”

Summary:

The “Blog” suggestions for New Member integration include: training, group instruction, partnering and guidance. More structural suggestions are: more day trips (small buses): Hollyburn as a weekday practice and social base. Novice needs are alluded to by ‘designated skill levels’, ‘plotting easy trails’, ‘ski-buddies’, and the sense of an ‘inner circle’. At the policy level there is mention of a new member co-ordinator and a club protocol. (Comment - most of these recommendations are made by recent novices).

The importance of communication to retention is emphasized by a sketch of a revised annual sign-up cycle, supported by a more active, open website and blogging system accompanied by a diminished newsletter. The new vision adds events including: pre-signup Alumni BBQ, a membership demo for web-use & blogging at signup night, trip blogging, a mid-season sign-up social, and a post-season survey.

A recurring suggestion is to hold more activities near Vancouver. This would help novices and students to learn and practice new techniques supported by the club at a stage when these skiers require frequency, low cost and low time involvement. Club activities based at Cypress or Callaghan are beneficial considering our range of ski techniques and proficiency levels..

Other valuable comments are: cross-linking with other clubs, e.g. the Cypress Jack Rabbits, on-line membership and trip sign-up, first come bus seat allocation, tagging ski-mates for a trip, and, the importance of monthly meetings to welcoming, integrating and informing members on skiing and wellness interests.

Management

Four main suggestions are made largely by this writer.

If there is an inward looking tendency among members given our age, length of tenure, our original initiation by friends, then a catalyst would help us to become more and genuinely welcoming. The logic to look outwards is compelling; without building our ranks, our costs will increase and the bus will always be more empty than full.

Volunteers are a simple, low cost answer. When the executive is pre-occupied, volunteers - part of the formal structure, can act as agents to help new members navigate resources and personalities. Volunteer roles today are routine and intensive such as trip coordinator or registrar, but they can be temporary such as meeting or event hosts. The difficulty is less locating volunteers, but more guiding them.

Coach

Club Coach is a significant role for a sport club that values improvement and innovation. The role here is more organizing than on the snow. Our members desire packaged instruction – discounted group, or personal lessons at Cypress or Callaghan etc or from resources from with-in the clubs ranks. Members want guidance to match their proficiency to club outings. The products of a coach (and the staff) are attraction, integration, and increased gratification for members concerned for fitness. A coach will find support and opportunity developing interest in loppets and other BC wide events.

Communications Co-ordinator

The discussion about the newsletter, blog, website, is about the absence of a communication plan and the absence of standards. The club deals with communication issues on a piecemeal, day by day basis, often stretched to fill a need or commitment.

Fellow players like BCAA, Cypress and Sigge's find value in an interactive website. The club needs to function at a similar level, enabling Anders, Bill Cooper, Brad Sidjack, and particularly members to be confident when they refer a valued relationship. It is helpful to encourage members to communicate actively with a two-way tool like a blog or website to confirm trip arrangements, find travel partners, set up carpools, post pictures and relate their adventures.

The Communications Director will guide these media developments, monitor the accuracy and timeliness of the information distribution, (assisted by other volunteers).

Membership Co-ordinator

Diminishing member outflow is a challenge. Club events are intended to develop skills, integrate and to attract membership. Today, the Touring Chair has the largest functional responsibility for membership engagement. Non-trip functions should benefit from similar planning and conduct since they engage and attract members too.

The Membership Chair would be a "Social Coach" responsible for non-ski events, a role currently assigned to the Vice-President. At this time, the role needs to be escalated and enhanced. This Chair (plus co-ordinators) would plan and conduct events to achieve the largest member engagement and to foster relationships. An Event Schedule would be ready before the ski season to earn space on member calendars and to entice their friends.

Marketing:

A club strategy focused on "Retention" is indicated by the Membership History analysis. A retention strategy is more easily managed than a recruitment strategy because it is internal. A big plus factor is that retention tactics can be gratifying to members.

In a retention strategy cash will go into enhancing trips and meetings, to creating attendance incentives, to underwriting instruction and development, and to locating equipment. The website will become a larger expense and more expenses will be related to inter-club activities.

Recruitment will continue through satisfied members who bring friends. More functional relationships must be built with Sigge's, Cypress, Whistler Olympic Park, the Racers, the Wrecks and the Jack Rabbits. Strong fraternal relations with "Out-Doors" clubs are achievable, leveraging our common membership.

Out-reach marketing in a retention mode can be accomplished by developing an inspiring public image and showing it at Sigge's, Cypress, Callaghan, perhaps Manning, China Ridge and at our meetings. Our image has to work effectively for the exhibitors too. The design and construction of banners and high quality posters for display in the rental shops is the main cost, together with a share of the website costs

This style of promotion works with an interactive website, where a prospect can assess the club, review its activities, ask questions and sign-up.

Sources:

- (1) James Chung Report, April 14, 2009 CCSA Board of Directors Meeting
courtesy of Bill Cooper, Cypress Mountain
- (2) Chris Heath, 2006 Survey of B.C. Outdoor Clubs
- (3) Leslie Rodgers, Vancouver Skiers Fall 2009 Survey
- (4) Get on the Bus - the blog, the.skiers.ca
- (5) 26 Reasons Why Members Drop Out Of Clubs